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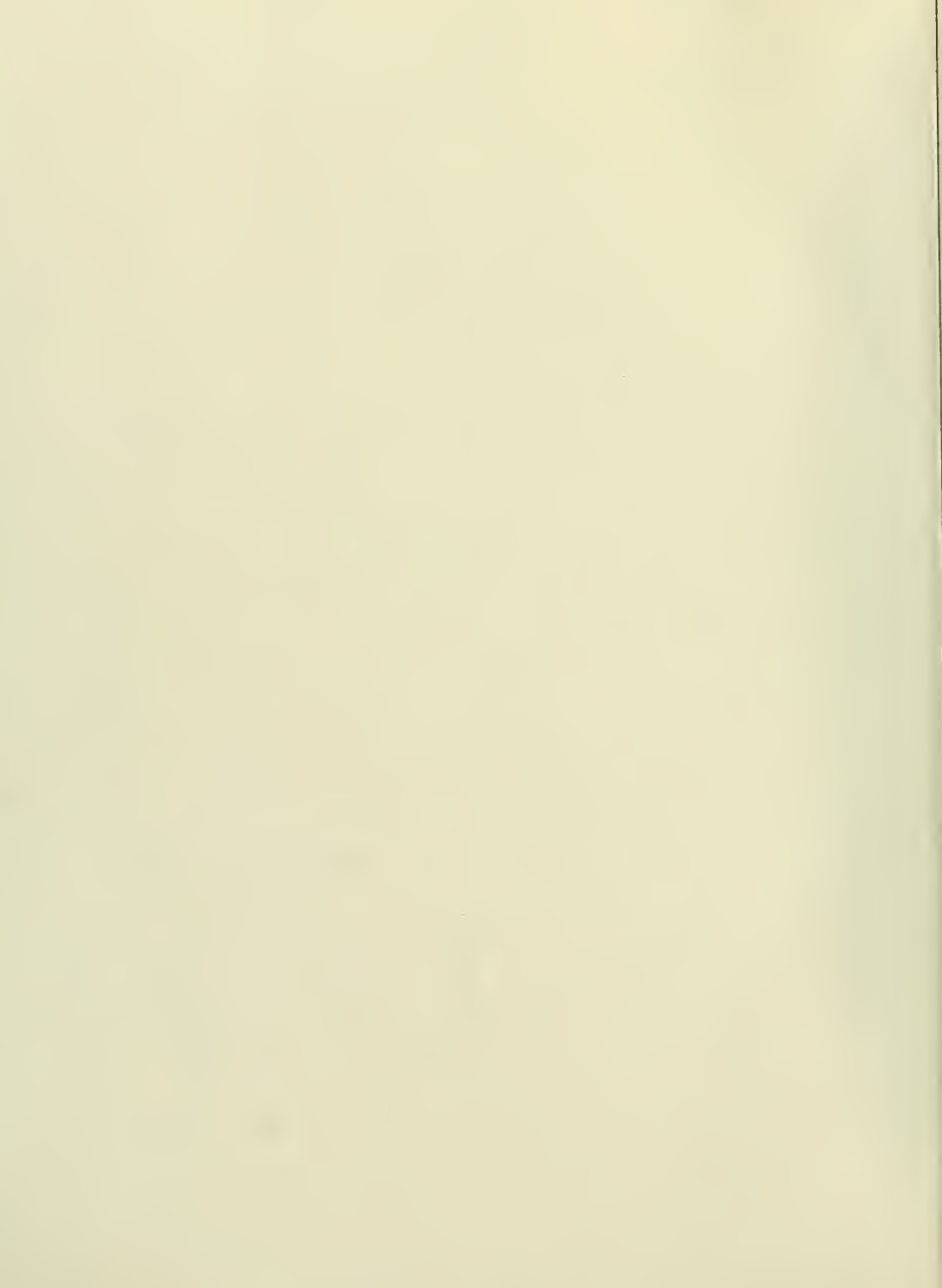
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CHIEF ADMINISTRATIVE OFFICER  
ANNUAL REPORT

1968-69 through 1975-76  
1978-79  
1981-82

The intervening Annual Reports are not available.





OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

69 THOMAS J. MELLON  
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL  
SAN FRANCISCO 2  
CALIFORNIA

September 22, 1969

ANNUAL REPORT - 1968-69

SEP 30 1969

Honorable Joseph L. Alioto, Mayor  
200 City Hall  
San Francisco 94102

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Dear Mayor Alioto:

The Chief Administrative Officer has continuing responsibility for the direction and coordination of departments under his jurisdiction. The Chief Administrative Officer also serves as an ex-officio member of the Board of Supervisors, he is the County Road Commissioner, and is the Chairman of the Business Tax Board of Review, the Scavengers' Rate Board, the Central Safety Committee, the Capital Improvement Advisory Committee, the Regional Service Committee, and is a member of about ten other active committees. He is also a member of the City Planning Commission, the Executive Committee of the Association of Bay Area Governments, is a Commissioner of the Bay Conservation and Development Commission, has been elected to the Board of Directors of the League of California Cities, and is the Manager of the Surplus Property Authority.

One of the continuing concerns of the Chief Administrative Officer is the Civic Center office space problem. Following the report of EBS Management Consultants in 1967 on "Space Requirements in the Civic Center Area", the Civic Center Technical Coordinating Committee and the Capital Improvement Advisory Committee recommended a new Courthouse be constructed and City Hall be remodeled. As a result of these recommendations, the Board of Supervisors in September 1968 authorized and directed the Chief Administrative Officer to conduct negotiations with the San Francisco Unified School District for a joint development of the Commerce High School Playing Field for a Courthouse and School District Administration Building; and to develop financing plans for construction. During the fiscal year 1968-69, a series of meetings was held with representatives of the School District and the Superior and Municipal Courts and the many City Departments affected. The result of these discussions and a proposed financing plan are incorporated in a report from the Chief Administrative Officer which was published in August, 1969. It is hoped this will lead to the final policy decision in the near future and the construction of adequate new building and parking space to meet the requirements of the City and County government to the year 2000.



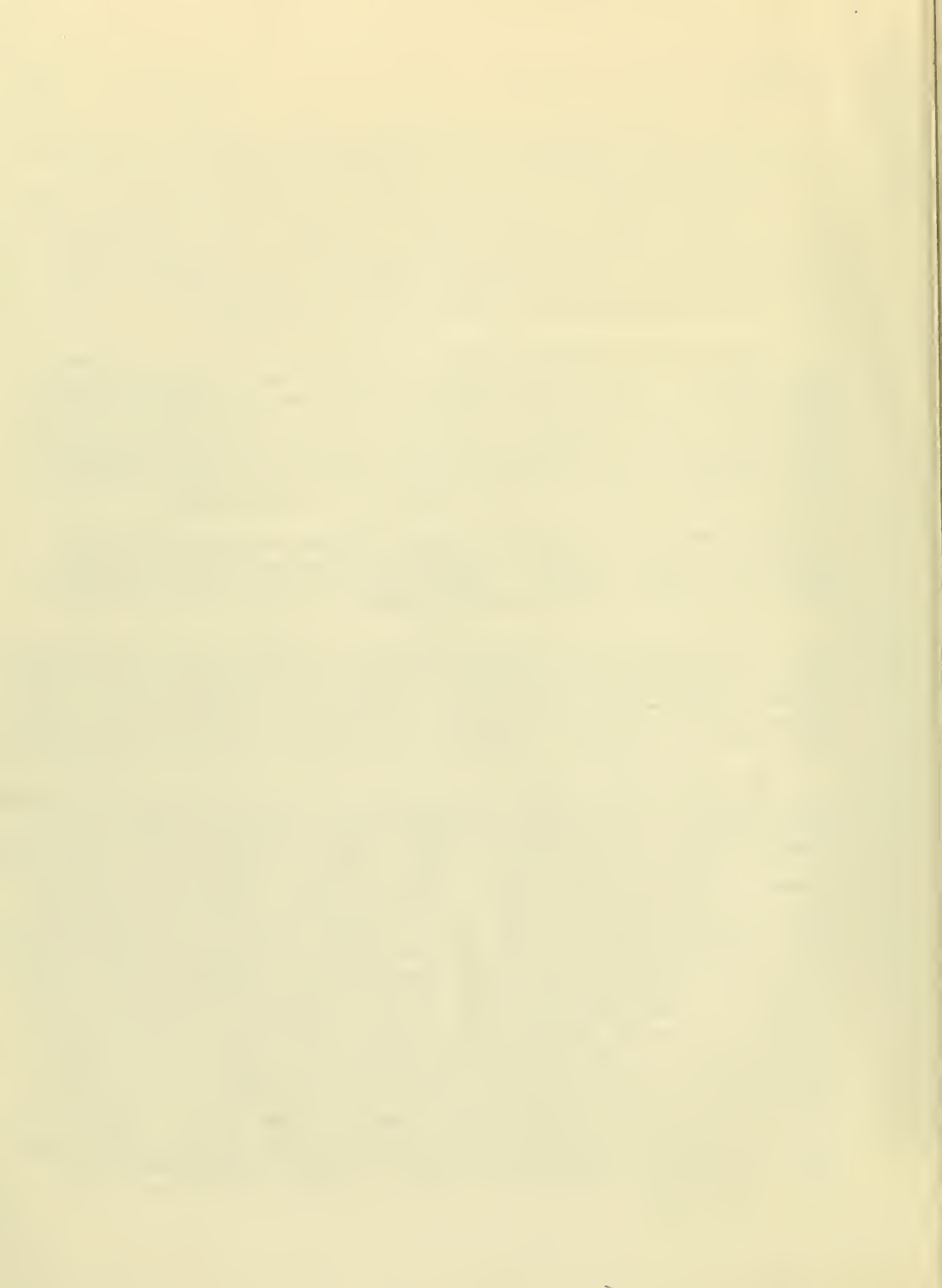
The Chief Administrative Officer, with the Mayor, the City Attorney and the Controller, was a member of a small, high-level committee which negotiated the required agreements between the Port Authority and the City and County so that Propositions B and C could be placed on the ballot in November 1968 to transfer the Port from the State to the City and to assume certain financial obligations. This office also participated in the planning and implementation of the successful campaign which resulted in the electorate voting to return the Port to the jurisdiction of the City and County after 105 years of State regulation.

Also on the election ballot in November 1968 was a Charter Amendment to permit the grouping of several small capital improvement projects into a multi-purpose bond issue to facilitate the financing of many projects which were too small for separate bond issues but which are too large to be financed with annual budgets. It is gratifying to report that this measure was also approved by the electorate, and the first multi-purpose bond issue will be submitted for approval at the election in November 1969.

The Departments under the Chief Administrative Officer have continued to work with the Redevelopment Agency in the Western Addition, Diamond Heights, Golden Gateway, Hunters Point, Butcher-town, and South of Market Redevelopment projects.

The Chief Administrative Officer, his staff, and the Departments under his jurisdiction, have also participated actively in the meetings and preliminary planning for the Model Cities programs in the Hunters Point-Bayview area and in the Mission District; and in other proposals for additional housing, both private and public, and other urban renewal problems requiring both physical and social planning.

The FACE Program (Federally Assisted Code Enforcement) initiated and administered by the Urban Renewal Section of the Department of Public Works, in four pilot neighborhoods, Arguello Park, Buena Vista Heights, Glen Park and Great Highway is at the three quarter mark of its three year project period. The completion date has been moved forward to February 28, 1970, allowing a full three years for the program. Ninety-nine percent of the buildings have been inspected. Administrative costs are \$567 per building or \$283 per dwelling unit. Three-hundred-fifty-four low interest loans totaling \$1,929,740 and 141 grants totaling \$233,976 have been made to property owners. The average cost of rehabilitation has been \$1306 per building or \$684 per unit. Three quarters of the cost of compliance \$1,464,000 was financed by federal rehabilitation loans and grants. This accounted for 20 percent of the completed buildings and averaged \$4411 per building. The remaining 80 percent (1207) buildings were rehabilitated through private financing costing \$506,939 and averaged \$420 per building. The total relocation workload has been 13 families and 16 individuals of which three families and one individual remain to be rehoused. A total of \$1,722,911 in public improvements, of which 20 percent is federally funded, are being installed in the seven FACE areas.



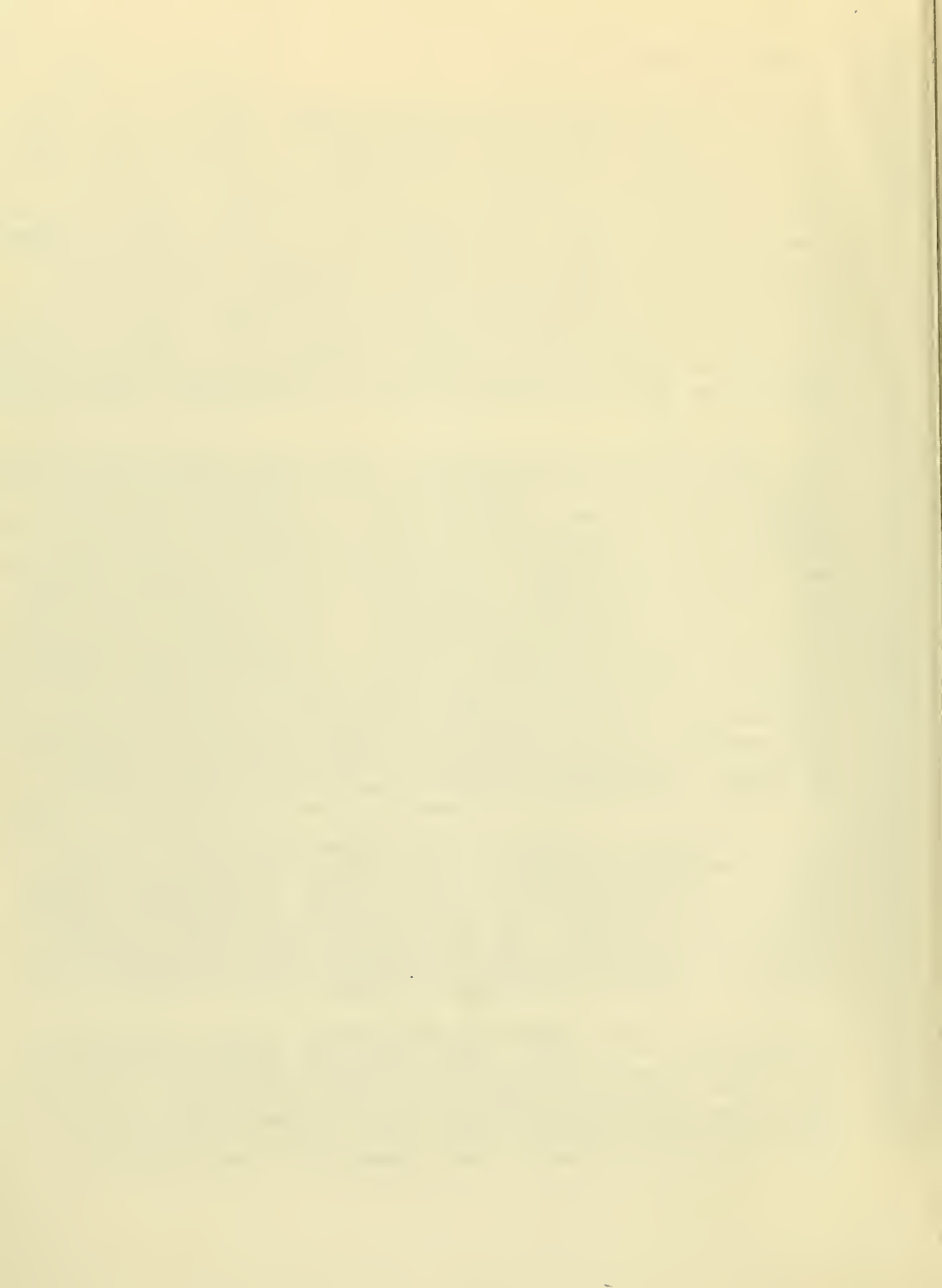


In San Francisco's freeway construction program, work is now about 70 percent completed on the \$3,300,000 project on the Bayshore Freeway to widen Route 101 to eight lanes for 5.6 miles from south of the San Bruno overcrossing, in San Bruno, to the 3rd Street Overcrossing in San Francisco. It is expected that the project will be completed by the end of this year. Another widening project on Route 101, the James Lick Freeway, for 1.2 miles between Blanken Avenue and Bacon Street, is now about 30 percent completed. The freeway will be widened to 10 lanes. Replacement and additional landscaping at the Third Street ramp are also part of this project. A new pedestrian overcrossing bridge was erected on Route 101 at 18th Street. The 123.5-foot long, eight-foot wide bridge was designed to satisfy aesthetic and visibility requirements, as well as to provide for the possible future widening of the freeway. The new bridge replaces one which was destroyed on May 13, 1968, when it was struck by a dump truck.

Construction of 1.4 miles of 6 and 8 lane freeway on Interstate 280 between Evans Avenue and north of 18th Street was completed and is opened to traffic. A contract for the next unit of this route between Mariposa Street and 6th Street was awarded in June 1969. The construction is largely over the main line tracks of the Southern Pacific for an economical right-of-way solution in a heavy industrial area. The contract amount is \$10,708,000 - for 0.6 miles of eight lane freeway on single level structure. When completed in mid-1971 this unit will offer significant relief to the congested James Lick Freeway. Design studies are proceeding on the balance of Interstate 280 in San Francisco from 6th Street to its juncture with Route 480 in the vicinity of Howard Street. The remaining portion of this route will be constructed in separate projects. These projects will construct a basic 8 lane elevated freeway branching into 6 lanes at the connection with the Embarcadero Freeway and 4 lanes which will connect with an existing approach to the San Francisco - Oakland Bay Bridge. Acquisition of right-of-way is being expedited, with the start of construction dependent upon the availability of funds.

In response to requests by the San Francisco Port Authority and the San Francisco Redevelopment Agency, the section of adopted Route 87, The Hunters Point Freeway, between the proposed Southern Crossing of San Francisco Bay at India Basin and the future Route 87/280 interchange near Army Street will be constructed entirely on single level viaduct. Advanced design studies are now underway in order to prepare a complete and detailed Freeway Agreement to be executed between the City and the State.

The Army Street Circle Rechannelization Project, Contract No. 1, was started in May 1968. This \$2,118,934 contract involves the relocation of sewers, construction of roadway structures and realignment of the southbound on-ramp of the James Lick Freeway, and is 48.2 percent complete by the end of the 1968-69 fiscal year. The remainder of the rechannelization project will be accomplished in three succeeding contracts. When complete, all major areas of



September 22, 1969

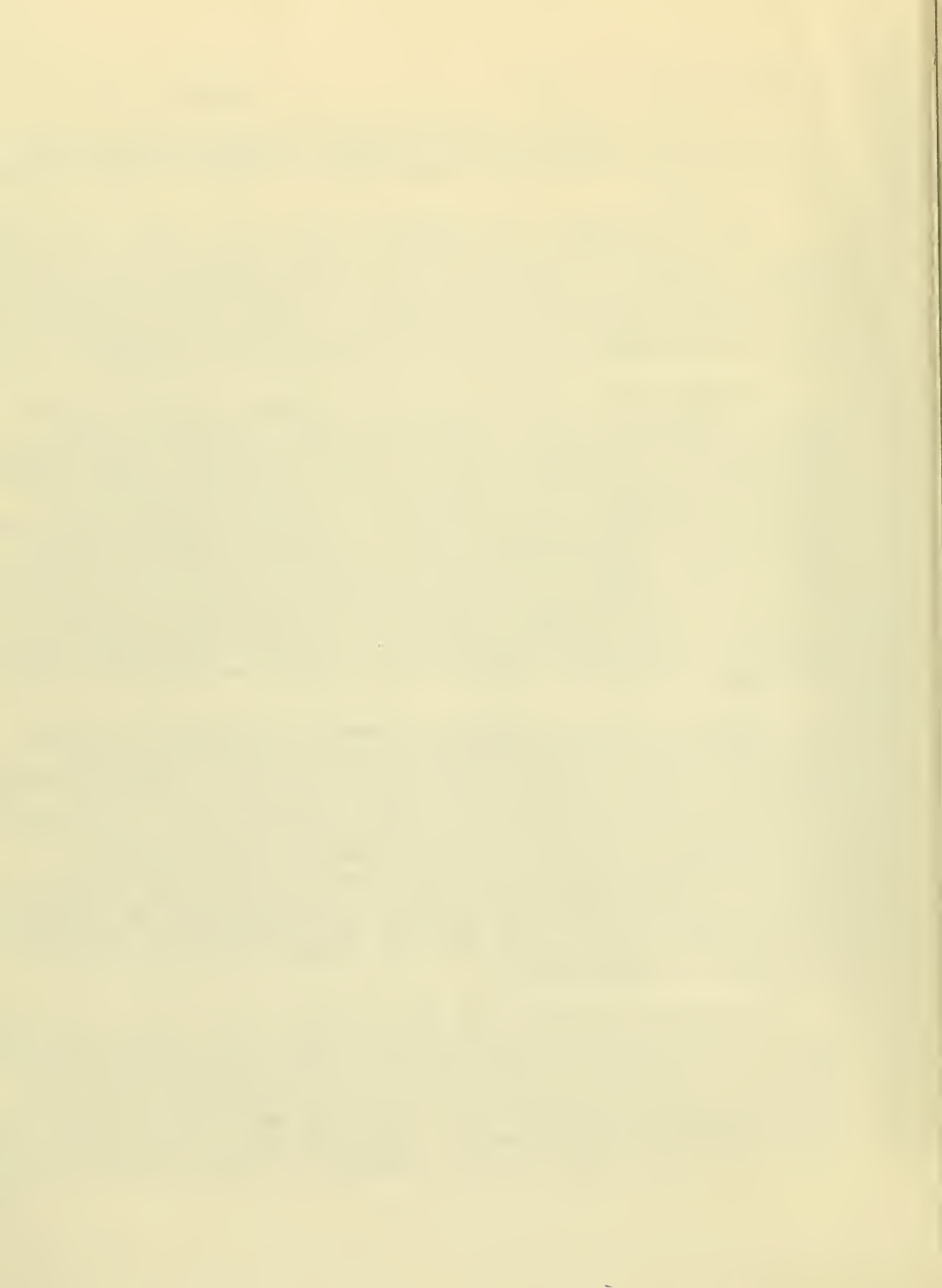
traffic conflict will have been eliminated through grade separation structures. The total cost of the project, including Contract No. 1, is estimated to be \$8,000,000 from the City's share of State-apportioned gas tax monies.

With the passage of the MacAteer-Petris Act in June, 1965, which effectively restricted the reclamation of tidelands by the landfill method, and with the capacity of the existing disposal site at Sierra Point rapidly being reduced, the need for a study and investigation of alternative methods for the disposal of solid waste generated in the City and County of San Francisco and for a policy decision by the Board of Supervisors was drawn to the attention of the Board.

In August 1968, the Joint Health and Finance Committee of the Board of Supervisors held comprehensive public hearings in which detailed written and oral testimony was received concerning numerous processes for the disposal of solid wastes, including, among others, incineration, sanitary land fill, composting, pyrolysis, disposal at sea, and railhaul. At the request of the Joint Committee, the Department of Public Works evaluated the various proposals for solid waste disposal and recommended that the railhaul method be adopted. Following full consideration of the analysis submitted by the Department of Public Works, the Board of Supervisors approved in principle the method of disposal which contemplates railhauling solid wastes to Lassen County and authorized the Chief Administrative Officer, the Director of Public Works and the City Attorney to negotiate proposed agreements with Western Pacific Company toward the realization of the adopted method.

However, after many months of intensive negotiation, in July, 1969, the Director of Public Works reported to the Board of the inability of the representatives of the City and the Western Pacific Company to reach a mutually satisfactory agreement. The sudden cessation of the negotiations was caused primarily by: (a) the unilateral and abrupt decision of the said Company to enter into a 10-year contract instead of a 20-year contract on which all prior negotiations were predicated; (b) the failure by the Company to obtain a non-cancellable performance bond under terms and conditions acceptable to the Company; and (c) the substantial cost and increases in the disposal rate from the original amount proposed at the public hearings to the amount proposed by the Company just prior to the termination of negotiations.

At about the same time, an offer was made by the City of Mountain View for San Francisco to dispose of its solid wastes within the jurisdiction of Mountain View for a disposal period of five years. Mountain View is in the process of developing a 544 acre regional park, the location of which is low and will require substantial fill. Solid waste materials can be used for a large portion of this fill and such use would greatly reduce the park development time. At this writing, the Board of Supervisors has just rescinded its formal action relating



to the disposal of wastes by the railhaul method and has authorized the Chief Administrative Officer, the Director of Public Works and the City Attorney to commence negotiations with the City of Mountain View.

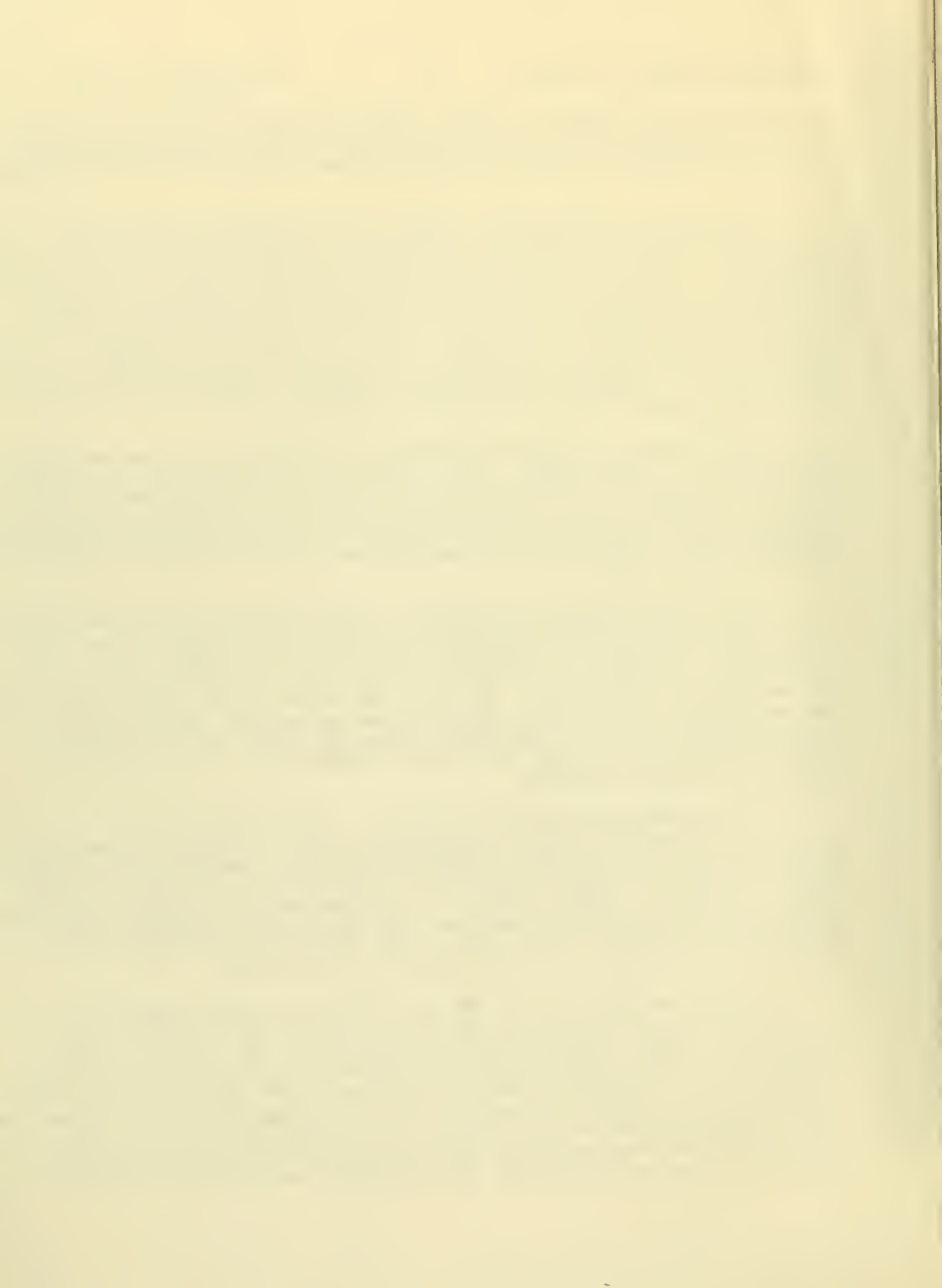
During the fiscal year 1968-69, the Purchasing Department expended \$19,341,432 through purchase orders and \$38,769,403 through encumbrance requests. Stores and Equipment Bureau sales amounted to \$62,093.19. Several new term contracts were initiated for the more efficient procurement of materials, supplies and services ordered recurrently throughout the year. Continued study and analysis of purchasing and related procedures led to further efficiencies, particularly with respect to expediting payments to suppliers. Failure to have funds or personnel provided for continued study of EDP applications has brought this activity to a standstill.

The Coding Division continued the development of the material and supplies coding system. The system is now in use by all requisitioning departments. During the year additional coding was developed for the Municipal Railway, the Port Commission, the Water Department and the School District. At the request of the Purchasing Department, personnel from requisitioning departments continue to be instructed in coding procedures.

The Central Shops section has responsibility for the maintenance and repair of mechanical equipment in school buildings, sewage plants, and public buildings. More than 2,100 motorized units of the City-owned fleet of vehicles, valued at more than \$6,000,000 are maintained and repaired by the Shops. The Fire Department Shop section completed 835 maintenance and repair jobs on fire apparatus. 1,668 repair jobs were performed by the Truck Shop during the year, and the Auto Shop completed 2,816 jobs plus the special outfitting of 121 new Police, Fire, and Sheriff vehicles.

The Reproduction Bureau provides a centralized service available to all City Departments in photography, offset printing, mimeographing, photostating, blueprinting, microfilming and two self-service electrostatic copiers. Funds to operate the Bureau are provided by budget transfer and work orders from over 70 Departments who make regular use of its facilities. Work done for City Departments during 1968-69 amounted to \$162,875. This is an increase of over \$45,000 in the last four years, with the same number of personnel.

During the fiscal year 1968-69 the Real Estate Department acquired real property at a cost of \$3,118,129 of which \$2,125,976 was for the Midtown Park Project, \$256,000 was for the Clay and Washington Streets Widenings, and \$550,000 was for the Fifth Street Extension. Six parcels of surplus property were sold for \$1,839,160. The Real Estate Department appraised the City's interest and prepared legislation leading to the vacation of streets in 11 cases. The City's interest was appraised and the City Attorney was assisted and advised in connection with 43 Condemnation cases wherein the City





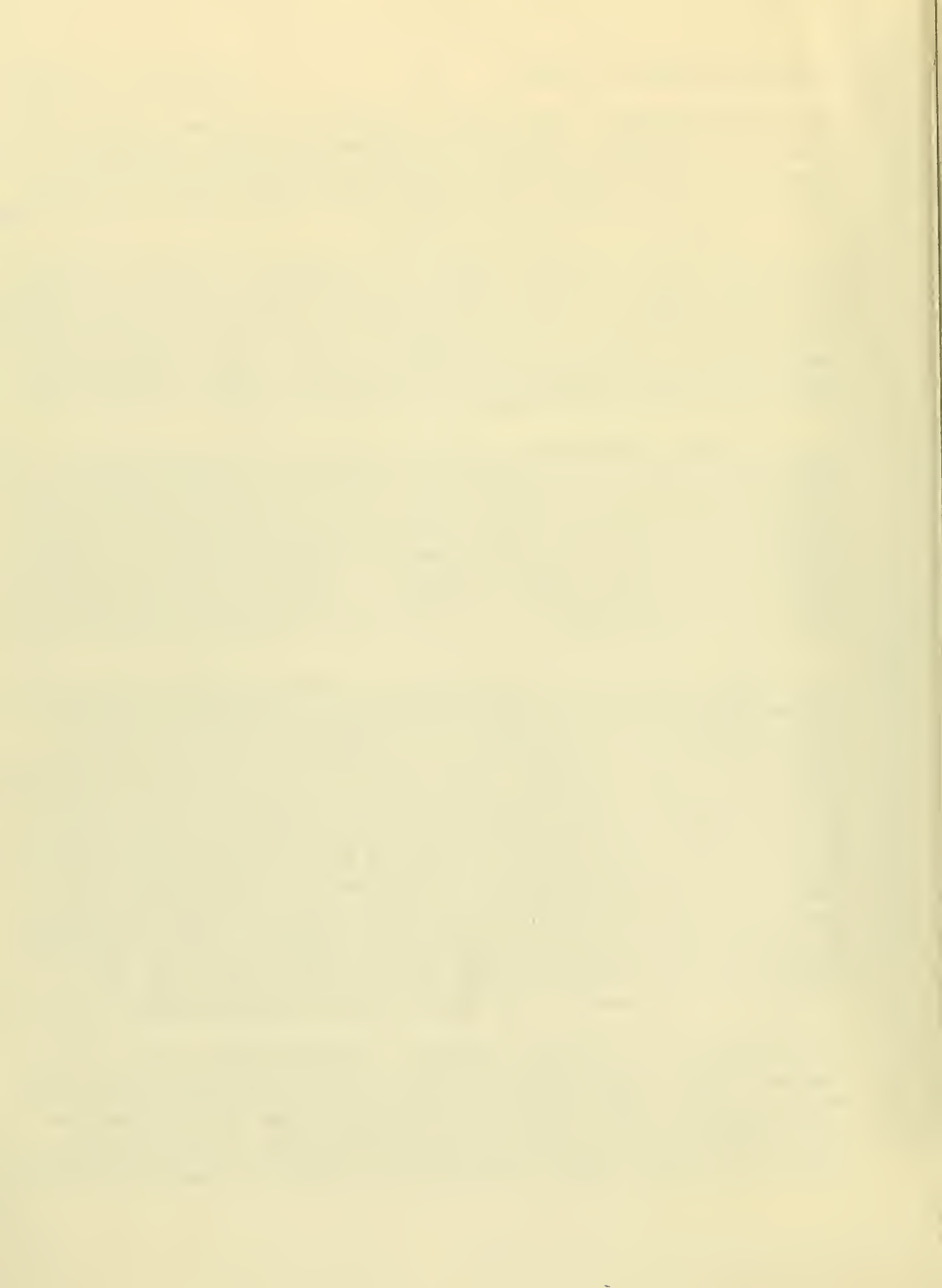
was named defendant. Additional, numerous leases were negotiated for City Departments requiring additional space near the Civic Center and elsewhere through the City. The greatest number of these were for the Board of Education for special school projects. Others were for branch library sites, FACE site offices, and offices for the Department of Social Services.

The Real Estate Department, in furnishing loan and finance services for the Federally Assisted Code Enforcement (FACE) Program of the Department of Public Works, had 125 Section 312 loans approved in a total amount of \$978,955 during the fiscal year. Additionally, 57 Section 115 Grants in the amount of \$142,347 were submitted to and approved by the Director of Public Works. Since the start of the FACE Program, approximately 2.3 million dollars has been loaned or granted to persons affected by the FACE Program.

The Civic Auditorium and Brooks Hall rentals amounted to a total of \$238,575. The Real Estate Department received \$819,784 from the rental of surplus properties, of which the largest rental was for \$306,000 from the Lincoln Building at Fifth and Market Streets. A total of \$217,158 was received from parking facilities. A total of \$765,336 was paid for the rental of property leased by the City. This was primarily for branch libraries, neighborhood health centers, offices for the Departments of Social Services, the Public Administrator, and City Planning, and for special classroom facilities for the Board of Education.

During the fiscal year a greatly increased portion of the Real Estate Department's work load consisted of particularly difficult and detailed technical assignments. Such assignments included: the appraisal and acquisition of the Midtown Park project for the Mayor's office; the appraisal and feasibility studies and called-for proposals to lease Alcatraz Island for the Surplus Property Commission; the grant of scenic and recreational easements to the United States of America on the Peninsula watershed lands of the Water Department; the jurisdictional transfer of portions of Hetch Hetchy project lands to the Board of Education for the Diamond Heights School; the Mini-Park acquisition program; the proposed sale of air rights over Mission-Bartlett Parking Plaza to the San Francisco Housing Authority for a senior citizens facility; street vacations in connection with the North Waterfront project; detailed appraisals in connection with garbage disposal incinerator sites; studies in connection with the joint development of the Commerce High School Playfield for Courthouse and School District Administration Building.

During the fiscal year 1968-69, the Department of Electricity provided routine maintenance of police and fire communications systems and radio communication systems for all City departments; maintenance of all traffic signals, maintenance of all parking meters and operation of our Central Fire Alarm Station. In addition to these routine functions, the Department completed a microwave system linking our Central Radio Station with the Hall of Justice and Central



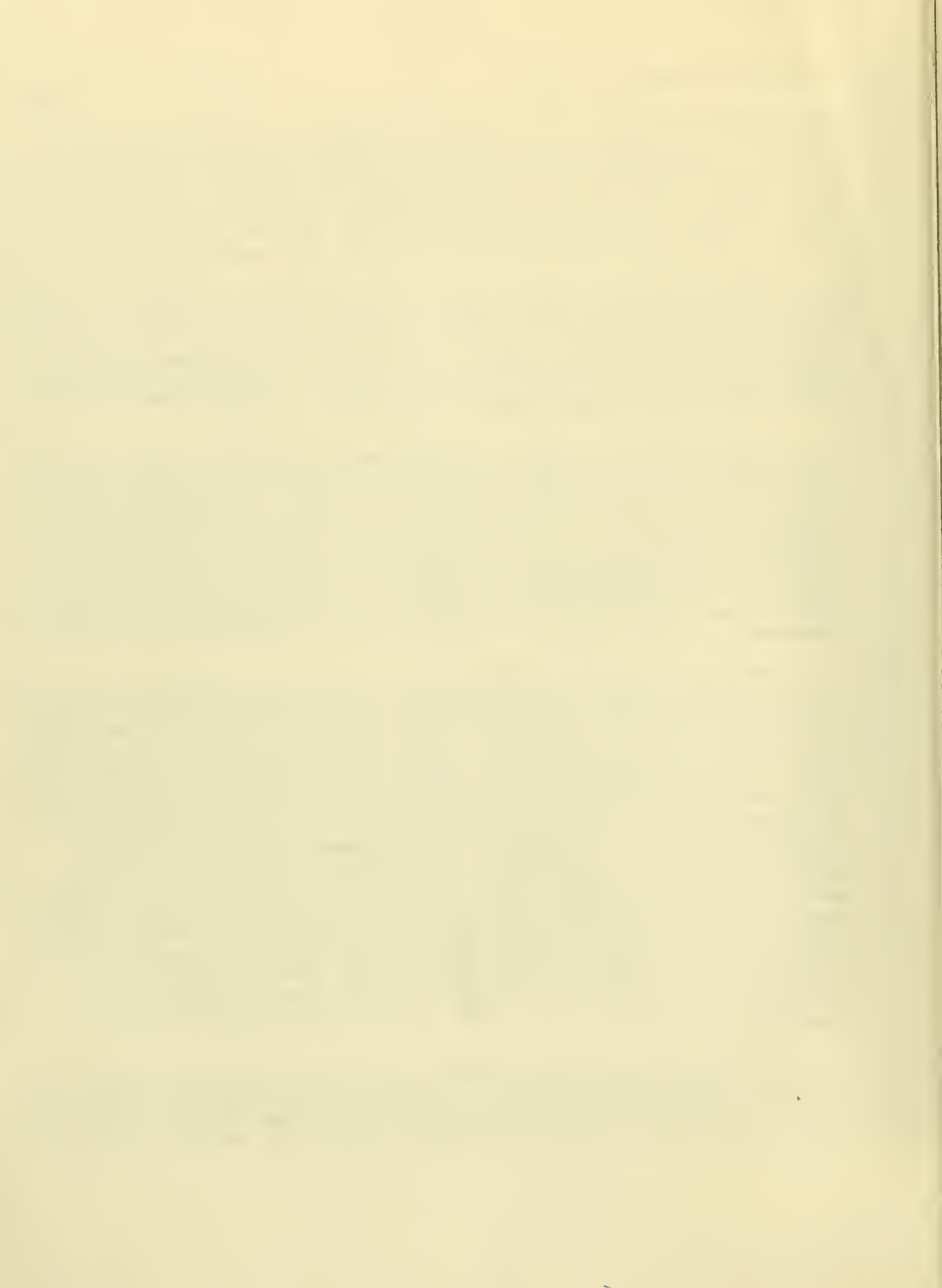
Fire Alarm Station to minimize dependence on land line for radio control. The Department secured FCC licenses for an additional twelve frequencies to provide personalized radio communications for the Police Department and started installation of a radio system for communications with foot patrolmen. The Communications Annex for the Disaster Corps was completed and approved as a requisite for the City's participation in Civil Defense matching fund programs.

The Department continued its conversion from overhead to underground facilities in accord with the City's undergrounding program and continued temporary relocation of Department facilities in connection with BART construction. Five hundred additional parking meters were installed throughout the City. In addition to routine maintenance work, special work for various City departments was performed through work orders amounting to \$284,000.

This office has expended a considerable amount of staff time in coordinating the various activities concerned with the construction of the new San Francisco Medical Center. The revised plans are well on the way toward meeting the schedule for initiation of the construction in the main hospital and outpatient complex, and shortly after July 1 the initial project for construction of the laundry and heating plant will go out for bid. It is expected that this job will require about one year, to be completed in October, 1970, after which time construction of the new main facility will commence.

The Department of Public Health has also been involved, along with the Department of Public Works, in the construction of the last of five major health centers. It is anticipated that the new North East Health Center, constructed over the air rights of the east end of the Broadway Tunnel, will be ready for occupancy by November 1, 1969. The redesigning of the mental health catchment areas so that they are coterminous with the general public health districts will be acted on by the State Department of Public Health during the coming fiscal year. This will enable better planning and more efficient use of all personnel involved in the fields of public health and mental health. The contractual services that the Department has with psychiatric facility in the Westside district have been in effect since January, 1969. It appears that the increased usage of these facilities may necessitate additional funds to complete the fiscal year 1969-70; at the same time, however, the increased local services has decreased the necessity for sending mentally ill patients out of town to the State hospitals for inpatient care.

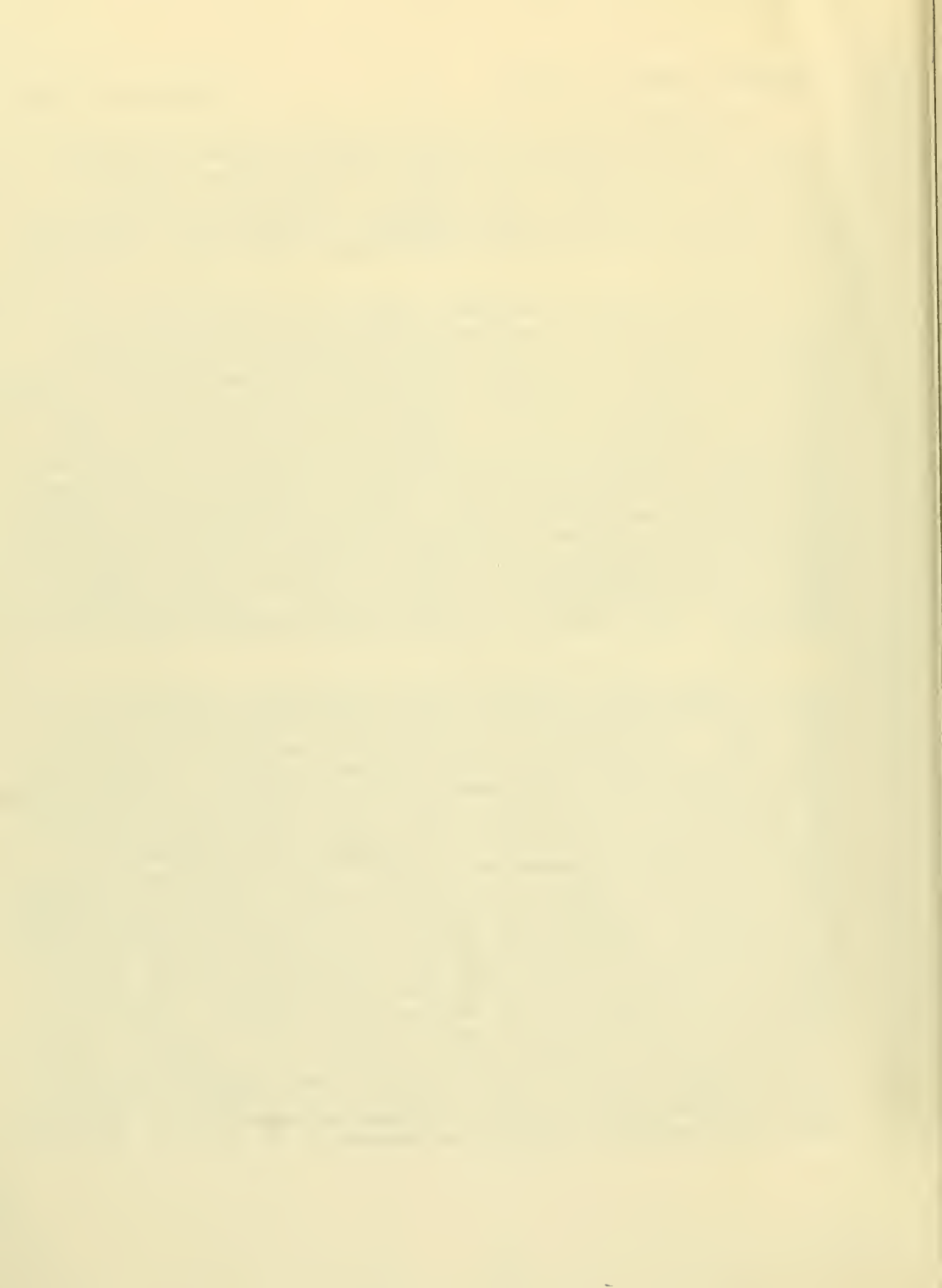
The consulting firm of Touche, Ross was engaged in April 1969 to make a long-overdue study of the San Francisco General Hospital, and to recommend and implement modern management methods. The first phase of this study will be completed before the end of this year.



In the Department of Finance and Records, the Registrar of Voters received some criticism for relatively minor errors and delays in the unofficial tabulation of election returns, using new computer methods. Since this is an especially sensitive function, the staffs of the Registrar's Office and the Electronic Data Processing Section have thoroughly reviewed and refined the new computer methods to insure both speed and accuracy in future tabulations.

The Tax Collector received a major new responsibility for collection of the new Business License Tax. This tax on gross receipts was adopted by the Board of Supervisors effective October 1, 1968. Forty-three additional positions were established in the Tax Collector's Office to assist in the collection of the taxes in accordance with the various complicated formulas applicable to an estimated 80,000 businesses. The experience of the past fiscal year is now being evaluated in order to increase the efficiency of auditing and collection procedures and to increase the amount of revenue collected. The Chief Administrative Officer also received an additional responsibility, being named Chairman of the Business License Tax Board of Review, with the Assessor and Controller as Members of the Board. The Board of Review approves Rules for the administration of the new tax, and hears appeals from the determinations of the Tax Collector. The Board of Review has met at least monthly, and oftener when necessary, since its inception.

The fiscal year 1968-69 was the third year in which the Capital Improvement Committee acted in accordance with the revisions and new responsibilities authorized in Ordinance 139-66 in June 1966. The Committee, with the Chief Administrative Officer as Chairman, performed its annual review of requests for funds for Capital Improvement, Replacement and Reconstruction, and Maintenance and Repair for the budget year 1969-70 and recommended priorities for these items in its report to the Mayor and the Board of Supervisors dated March 15, 1969. The Committee then prepared and issued its second "Recommended Six-Year Capital Improvement Program" in June 1969, including a recommended priority listing of proposed bond issues with a schedule of years in which the bond issues could be submitted. Following the approval in the November 1968 election of the Charter Amendment permitting multi-purpose capital improvement bond issues, the CIAC prepared a proposed bond issue in the amount of \$4,930,000 for the November 1969 election. The proposed bond issue includes carefully screened high priority projects for nine major departments and several smaller ones. Successful passage of this first multi-purpose bond issue will be a significant step toward correcting deficiencies which have been accumulating over the past few years because of the difficulty of the CIAC in obtaining what it believed was an adequate minimum appropriation in the annual budgets for necessary capital improvements.





The Central Safety Committee finished its eighth full year of operation. The San Francisco Chapter of the National Safety Council is employed under contract to provide safety engineering consulting services. The Committee meets monthly and safety programs are established in City departments through the guidance of the Committee and consultants. Safety training for supervisory personnel was continued in the City institutions, and the driver training program was expanded and continued. Additional safety inspection and education programs were carried out by the consultants in various City departments.

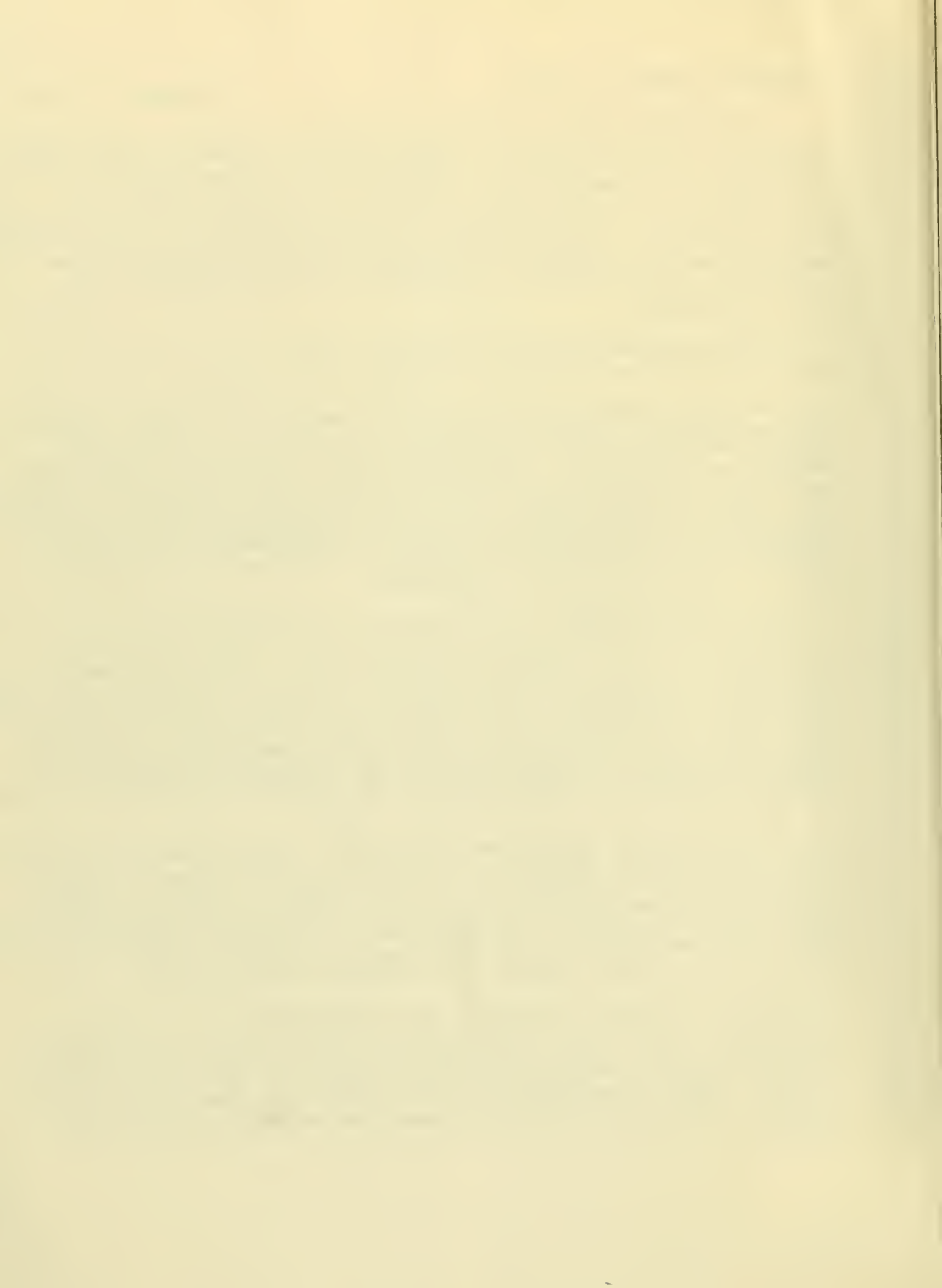
The Committee began an innovative study into the problems and possible solutions of alcoholism among City employees.

All bills introduced in the last session of the State Legislature pertaining to the Departments of the Chief Administrative Officer were reviewed. Recommendations on all bills of importance within the scope of this office were made to San Francisco's Committee on State Legislation, of which the Chief Administrative Officer is a member. When required, the Chief Administrative Officer and his representatives attended meetings of committees of the State Legislature in Sacramento to assist in presenting San Francisco's position regarding pending legislation.

The administration of the Publicity and Advertising Fund by the Chief Administrative Officer required the office to participate in the planning of a number of special events. Funds were made available to a number of civic organizations and citizens' committees. The office arranged for San Francisco's exhibit at the State Fair in Sacramento. Arrangements were made by this office for a landscape architectural exhibit by the Recreation-Park Department at the San Mateo County Fair. Arrangements for San Francisco's float in the Pasadena Tournament of Roses Parade were handled by this office, and our float was awarded the Governor's Trophy.

The Hotel Room Tax became effective in July 1, 1961 at the rate of 3%. The revenue obtained from this tax at 3% during the fiscal year 1968-69 was \$2,182,000. Effective October 1, 1967 the Board of Supervisors enacted amendments to the Hotel Tax Ordinance increasing the tax rate to 5%. The additional 2% collected during the fiscal year was allocated to the financing of the new Yerba Buena Convention and Sports Center, and amounted to \$1,454,000.

Of the 3% total, \$1,850,000 was appropriated by the Board of Supervisors to the Chief Administrative Officer for his allocation during the fiscal year for Publicity and Advertising services which were made to San Francisco's cultural groups and promotional organizations. Thus an unallocated amount of \$332,000 from the 3% was retained in the General Fund to reduce the critical property tax burden.



September 22, 1969

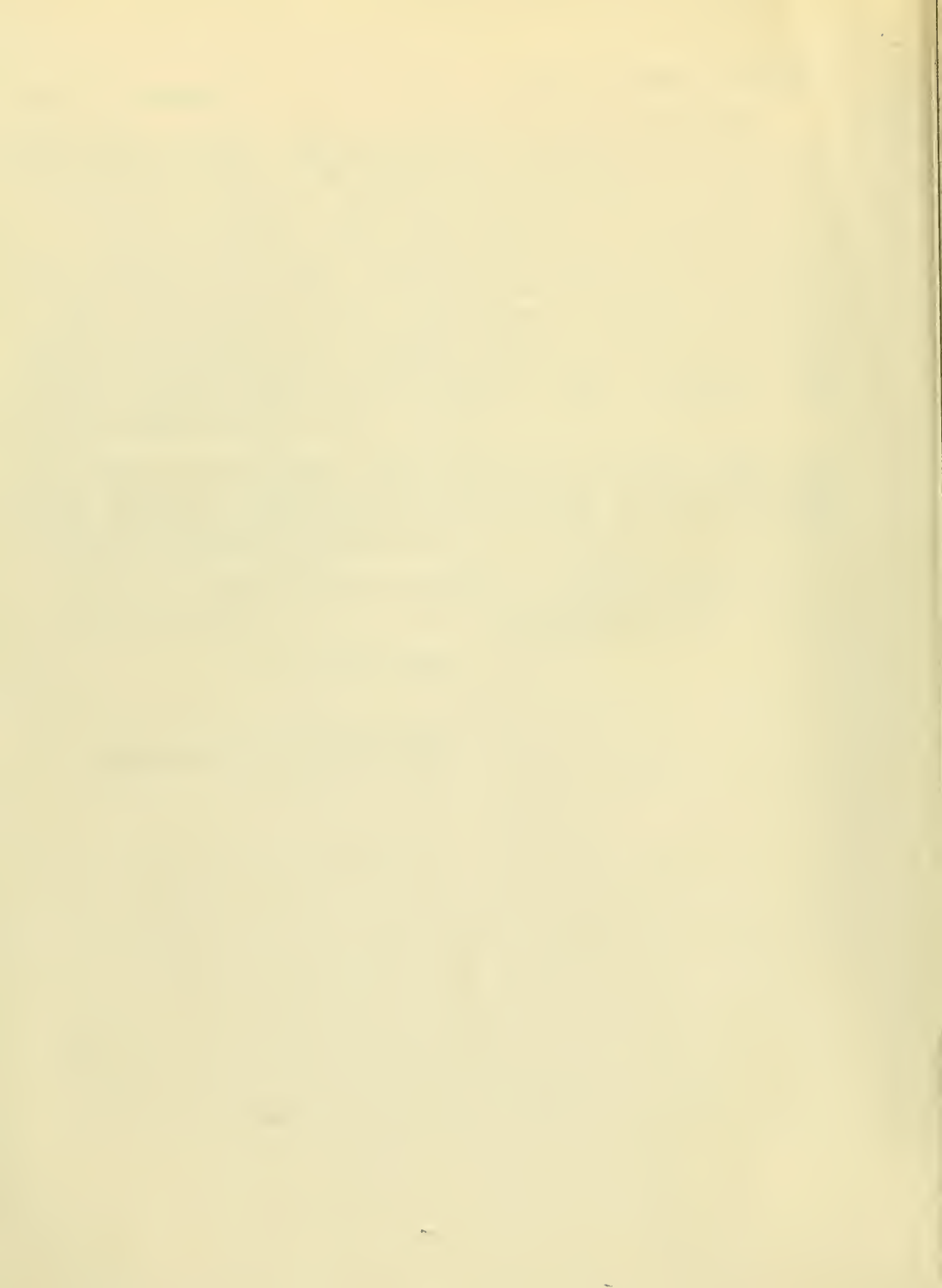
The Regional Service Committee, of which the Chief Administrative Officer is Chairman, has met quarterly. This Committee has an active program to maintain and improve San Francisco's relations with the surrounding territory, especially the rural and agricultural areas. This Committee worked closely with the Public Utilities Commission to assist with public relations in the out of town areas where the Public Utilities Commission operates. The Regional Service Committee has hosted a number of groups during the past year including the North Coast Counties Association of the California Supervisors Association, and the Central Coast Counties Association of the California Supervisors Association, and several meetings with City and County officials from our neighboring Bay Area Communities. The activities of the Regional Service Committee were increased in order to more effectively promote better relations with the people in the Bay Area with whom we share common problems.

Annual reports from the departments under the Chief Administrative Officer will be forwarded to you. Detailed information concerning a number of the matters mentioned here will be found in these reports, as well as the details of the programs administered by the Departments in accordance with your letter of September 3, 1969.

This office wishes to thank you and the members of the Board of Supervisors for the consideration which has been given to our requests and recommendations.

Very truly yours,

Chief Administrative Officer





OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

September 17, 1970

THOMAS J. MELLON  
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102

ANNUAL REPORT - 1969-70

Honorable Joseph L. Alioto, Mayor  
200 City Hall  
San Francisco 94102

DOCUMENTS

OCT 2 1970

Dear Mayor Alioto:

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The Chief Administrative Officer has continuing responsibility for the direction and coordination of departments under his jurisdiction. The Chief Administrative Officer also serves as an ex-officio member of the Board of Supervisors, he is the County Road Commissioner, and is the Chairman of the Business Tax Board of Review, the Scavengers' Rate Board, the Central Safety Committee, the Capital Improvement Advisory Committee, the Regional Service Committee, and is a member of about ten other active committees. He is also a member of the City Planning Commission, the Executive Committee of the Association of Bay Area Governments, is a Commissioner of the Bay Conservation and Development Commission, has been elected to the Board of Directors of the League of California Cities, and is the Manager of the Surplus Property Authority. An increasing amount of time has had to be given by the Chief Administrative Officer to his responsibilities as a member of the Board of Directors of the Economic Opportunity Council and as Chairman of the Manpower Committee of the EOC. During the past fiscal year the Chief Administrative Officer was also designated as Chairman of the Management Committee to expedite the preparation of an employee relations ordinance to implement the Meyers-Miliias-Brown State legislation. The Management Committee was formed after the employee strike in March, 1970, which emphasized the need for improved employee relations policies.

One of the continuing concerns of the Chief Administrative Officer is the Civic Center office space problem. Following a Resolution of the Board of Supervisors, the Chief Administrative Officer conducted negotiations with the San Francisco Unified School District, a committee of Superior and Municipal Court Judges, and the City officials concerned with capital improvement planning. The result of these discussions was incorporated in a report from the Chief Administrative Officer published in August 1969, which recommended a proposed financing plan. Several meetings were held during the year with the Retirement Board and with a Committee of the Retirement Board to try to implement the proposed financing plan. At the end of the fiscal year, no agreement had been reached with the Retirement Board, but meetings and negotiations will continue.

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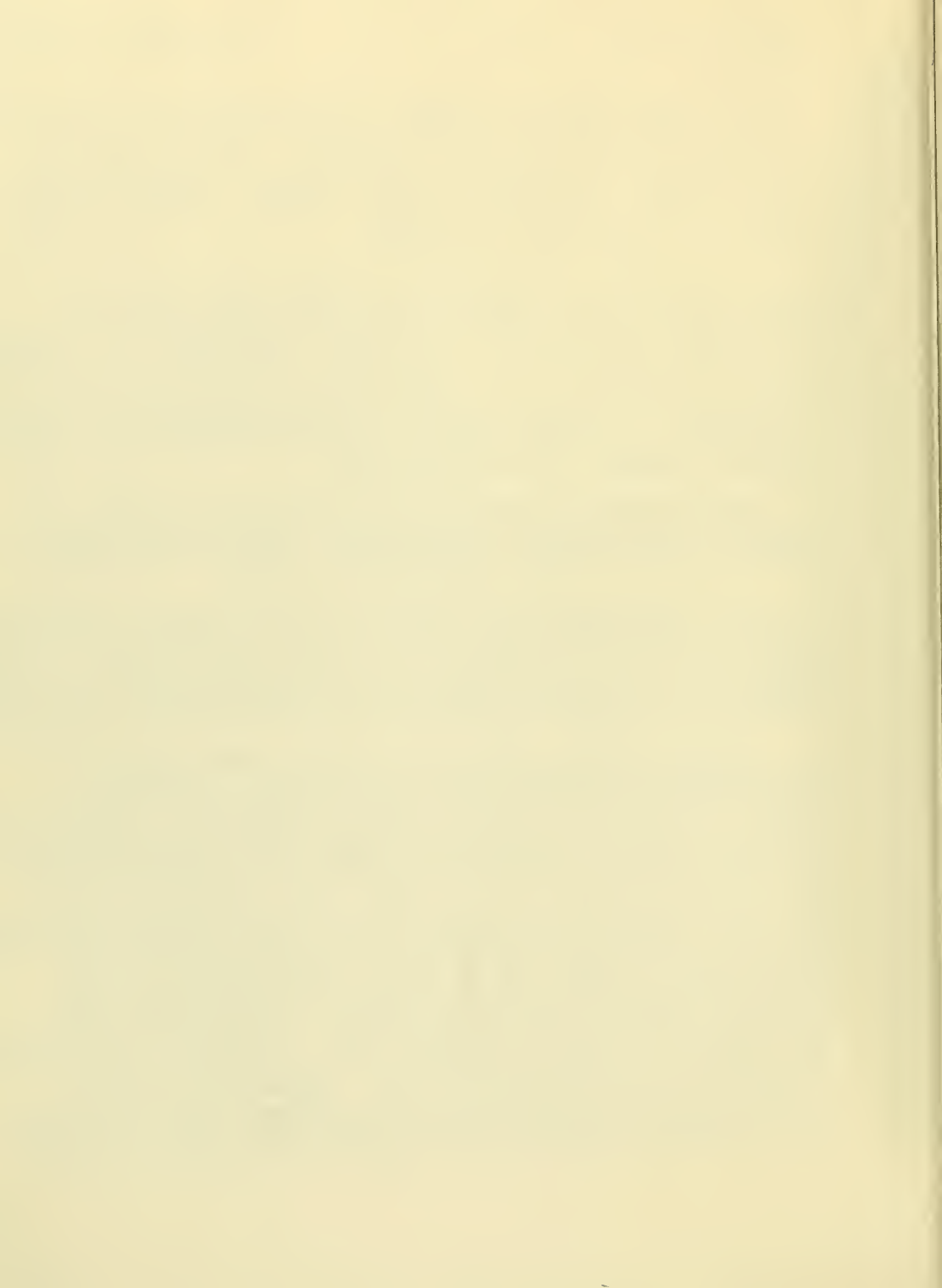
In the election of November 4, 1969, the Chief Administrative Officer helped prepare and support a multi-purpose bond issue in the amount of \$4,930,000 for the reconstruction and improvement of various municipal government facilities. This bond issue, as well as one for Recreation and Park Department, and one for the School District, all failed to pass. However, a Charter amendment improving the procedure for progressive payments on Public Works contracts was approved by the voters.

In the June 2, 1970 election, a Department of Public Works bond issue for street lighting improvements in the amount of \$5,000,000 failed to pass, as well as a Fire Department bond issue, and another School District bond issue. The failure of the voters to approve any bond issues in two consecutive elections is indicative of the problems at the present time of trying to maintain an adequate level of municipal services within more difficult financial limitations. A Charter amendment related to the bonded debt limit exempting certain revenue bonds was approved by the voters, thus improving slightly the credit structure.

The Departments under the Chief Administrative Officer have continued to work with the Redevelopment Agency in the Western Addition, Diamond Heights, Golden Gateway, Hunters Point, Butcher-town, and South of Market Redevelopment projects.

The Chief Administrative Officer, his staff, and the Departments under his jurisdiction, have also participated actively in the meetings and preliminary planning for the Model Cities programs in the Hunters Point-Bayview area and in the Mission District; and in other proposals for additional housing, both private and public, and other urban renewal problems requiring both physical and social planning.

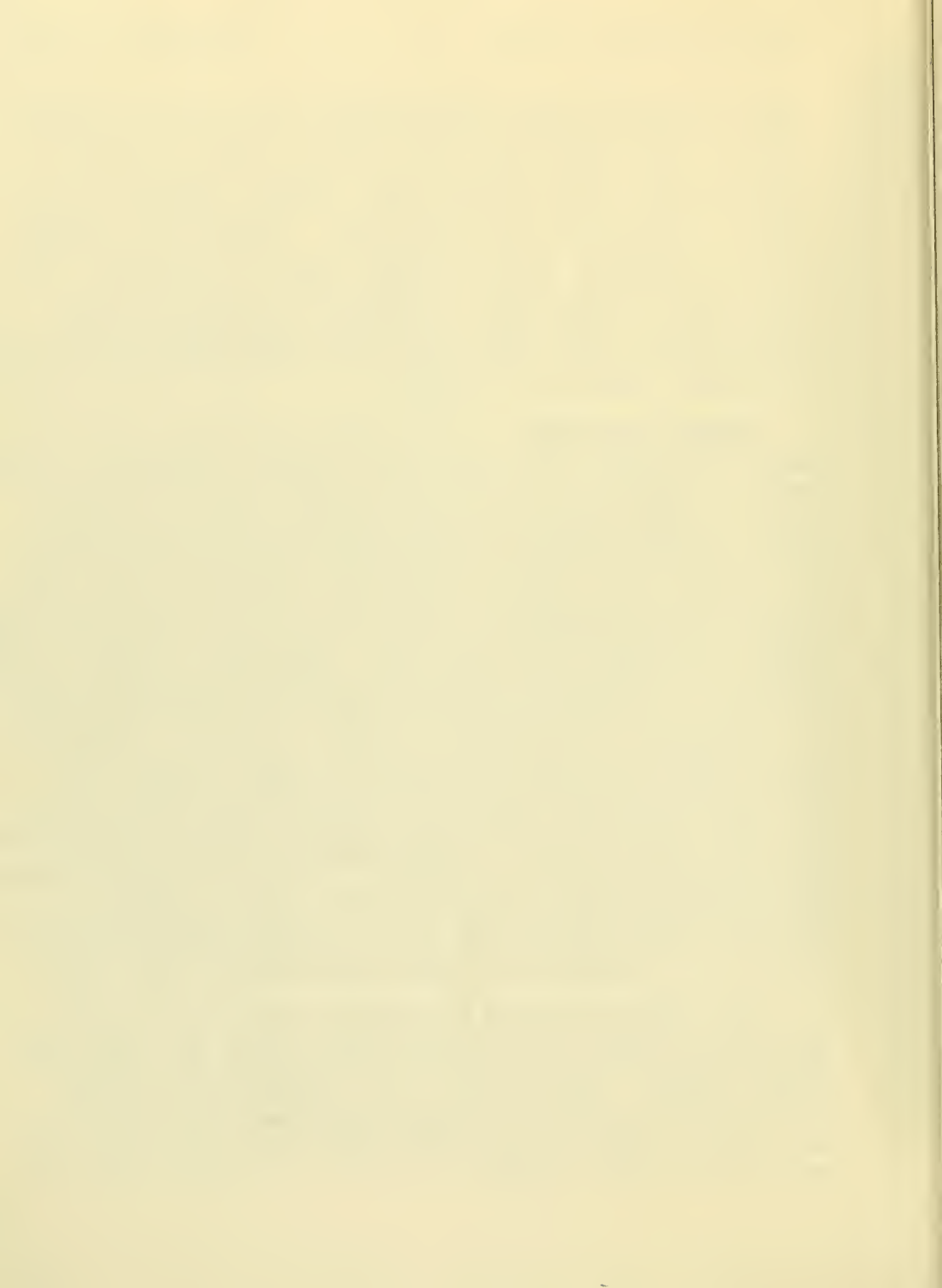
F.A.C.E. Program. The F.A.C.E. Program [Federally Assisted Code Enforcement], administered by the Division of Property Conservation of the Department of Public Works, is in the final stages of completion in the four pilot neighborhoods, Arguello Park, Buena Vista, Glen Park and Great Highway, and has begun operations in three additional neighborhoods, Alamo Square, Bernal Heights and Duboce Triangle. As of June 30th, 1970, 87.5 per cent of the 2987 buildings in the four pilot areas were certified in code compliance. Cost of work required to bring non-complying structures into code compliance averaged \$1,584 per structure or \$706 per dwelling unit for the 2,062 structures rehabilitated. Of the rehabilitated buildings 374 or 17 per cent benefited from low interest loans from the Federal Department of Housing and Urban Development [HUD], totalling \$2,289,556, an average of \$6,122 per structure or \$2,437 per dwelling unit. Similarly, 117 buildings received grants totalling \$222,018, an average of \$1,898 per structure or \$1,510 per dwelling unit. Rehabilitation work for these structures averaged \$2,505 per building or \$1,994 per dwelling unit. A total of 392 buildings with 566 dwelling units were found standard, that is, were in code compliance at the time of initial



inspection, requiring no rehabilitation work. Only 35 buildings [with 45 dwelling units] were demolished, however, fewer than a third of these were demolished as a direct result of F.A.C.E. action. Public improvement work in pilot areas was 99 per cent completed, at a cost of \$1,030,000, of which 20 per cent is federally funded, and included street widening work, new street lights, traffic lights and street trees. Additionally, utility companies assisted in area beautification by undergrounding their power and telephone lines on certain streets in the areas. In the three new areas, initial inspections have been made in 34 per cent of the 1600 buildings, 19 buildings [3 per cent of those inspected] have been found standard, 16 [1 per cent of those inspected] have been rehabilitated. The total relocation workload has been 26 families and 26 individuals, of which 4 families and 1 individual remain to be rehoused.

Freeway Construction. Construction is now well under way on the new section of Interstate 280 [Southern-Embarcadero Freeway] which will extend it from its present terminus at 18th Street across the Southern Pacific railroad yards to Sixth and Brannan Streets. Work on this \$11,866,000 contract started on June 26, 1969. With the exception of the necessary on- and off-ramps at Sixth and Brannan, and at Mariposa Street [near 18th Street], the new section will be entirely a high-level viaduct above the railroad property. The project is now about 40 per cent completed, with a tentative final completion date set for mid-1971. Most of the one hundred and sixty-eight 50 foot-high columns that will support the eight-lane freeway are now completed. Longitudinal support of the roadway will require more than a thousand precast concrete girders. For most of its length, the freeway is above the railroad's main-line tracks, then swings slightly eastward to span the western end of China Basin. At this point, the main roadway of the freeway will terminate for the present; however, on- and off-ramps will permit traffic to connect with Sixth and Brannan Streets. Design work is nearly completed for another project which will connect with this terminus and continue the freeway to Third Street. Funds have been budgeted and it is expected that bids will be called prior to the end of 1970. In addition, there are two more sections now under design which will complete the freeway. These are between Third Street and Harrison Street, and from Harrison Street to the Embarcadero Freeway and the San Francisco-Oakland Bridge approach. The schedule for building the last three sections will depend on the availability of funds during the next three years.

A 1.6 mile long section of Interstate Route 280 [Southern Freeway], southbound, was restriped from three to four lanes from the San Jose Avenue On-Ramp, near Plymouth Avenue. The additional lane was provided on an interim basis to relieve heavy evening commute traffic. Early in 1971, it is expected that work will start to widen it in both directions between 0.2 mile south of the north city limits of Daly City to just west of 101 Route. The project will improve this section to four full standard lanes in each direction for 4.4 miles.



A project to widen Route 101 [James Lick Freeway] to 10 lanes for a distance of 1.2 miles between Blanken Avenue and Bacon Street is expected to be finished by Fall of 1970. The job, which is being constructed under a \$3,600,000 contract, presents a challenge inasmuch as it must be done along a major heavily traveled freeway. Another project for Route 101 is the installation of a guardrail on the southbound section between Bacon Street and Thornton Avenue, together with necessary landscape revision. Although design has been completed, the execution of this project is awaiting the availability of funds.

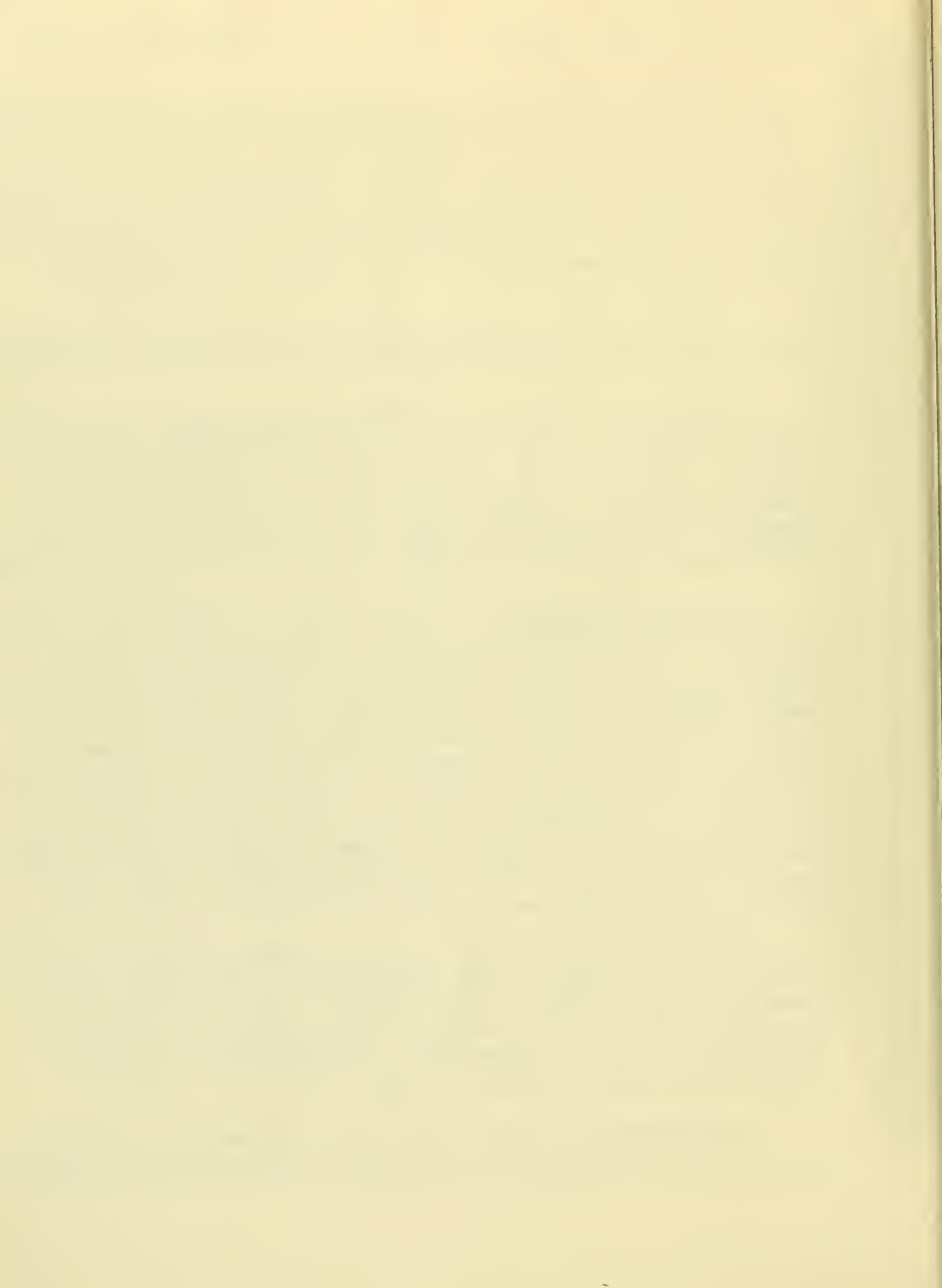
A project to place pavement markers along Route 35 [Skyline Boulevard] between the San Mateo County line and Sunset Boulevard Undercrossing was completed in March 1970.

The Army Street Circle Re-Channelization Project is progressing as scheduled. Contract No. 1 [\$2,118,934] which includes the construction of an overcrossing at Potrero Avenue and an 8 by 10 foot box sewer within the area of Army Street Circle is about 90 per cent completed. Contract No. 2 [\$1,189,000] which covers the construction of a southbound off-ramp from James Lick Freeway to Bayshore Boulevard and Army Street was started in May 1970 and is expected to be completed by April 1971. The remainder of the work will be done under two succeeding contracts to be let in 1971.

Solid Wastes Disposal. Further action was taken during the year toward the solution of the solid wastes disposal problem of the City. Following the failure of the representatives of the City and the Western Pacific Company to reach a mutually satisfactory agreement covering the hauling of solid wastes by rail to Lassen County, the Board of Supervisors reopened the matter for public consideration and entertained proposals for solid wastes disposal by other means. After the evaluation of the various proposals, the Director of Public Works recommended the adoption of the offer made by the City of Mountain View. Mountain View is in the process of developing a 544 acre regional park, the location of which is low and requires a substantial amount of fill. Solid waste materials can be used for a large portion of this fill and such use would greatly reduce the park development time. The disposal period will span at least five years.

In September 1969 the Board of Supervisors adopted the concept of the Mountain View plan and authorized the Chief Administrative Officer, the Director of Public Works and the City Attorney to negotiate with the City of Mountain View. The final draft of the agreement, which involved many complex points of consideration, took several months of preparation. The agreement was finally approved by the Board of Supervisors through the passage of Ordinance No. 32-70 in February 1970.

The agreement is a joint one among four parties consisting of the City of Mountain View, the City and County of San Francisco, the Sanitary Fill Company and the Mountain View Shoreline Regional





Community. The term of the landfill operation will run about five years beginning October 1970 when the new waste transfer terminal is expected to be completed. Each of the parties to the agreement is required to fulfill its obligations subject to very severe financial consequences upon failure to perform. The primary obligations of the contractual parties as agreed to are: [a] San Francisco will furnish the wastes and will establish disposal rates to consumers; [b] Mountain View, both City and Community, will guarantee the availability of the disposal site and will control and inspect disposal operation; and [c] Sanitary Fill Company will construct, equip and operate the transfer terminal, will furnish hauling equipment and perform the hauling operation, and will conduct the sanitary landfill operation. On the strength of the agreement, numerous other financial, engineering, construction and purchase commitments have been made by the Sanitary Fill Company and we are now well on the way to the full implementation of the contemplated operation.

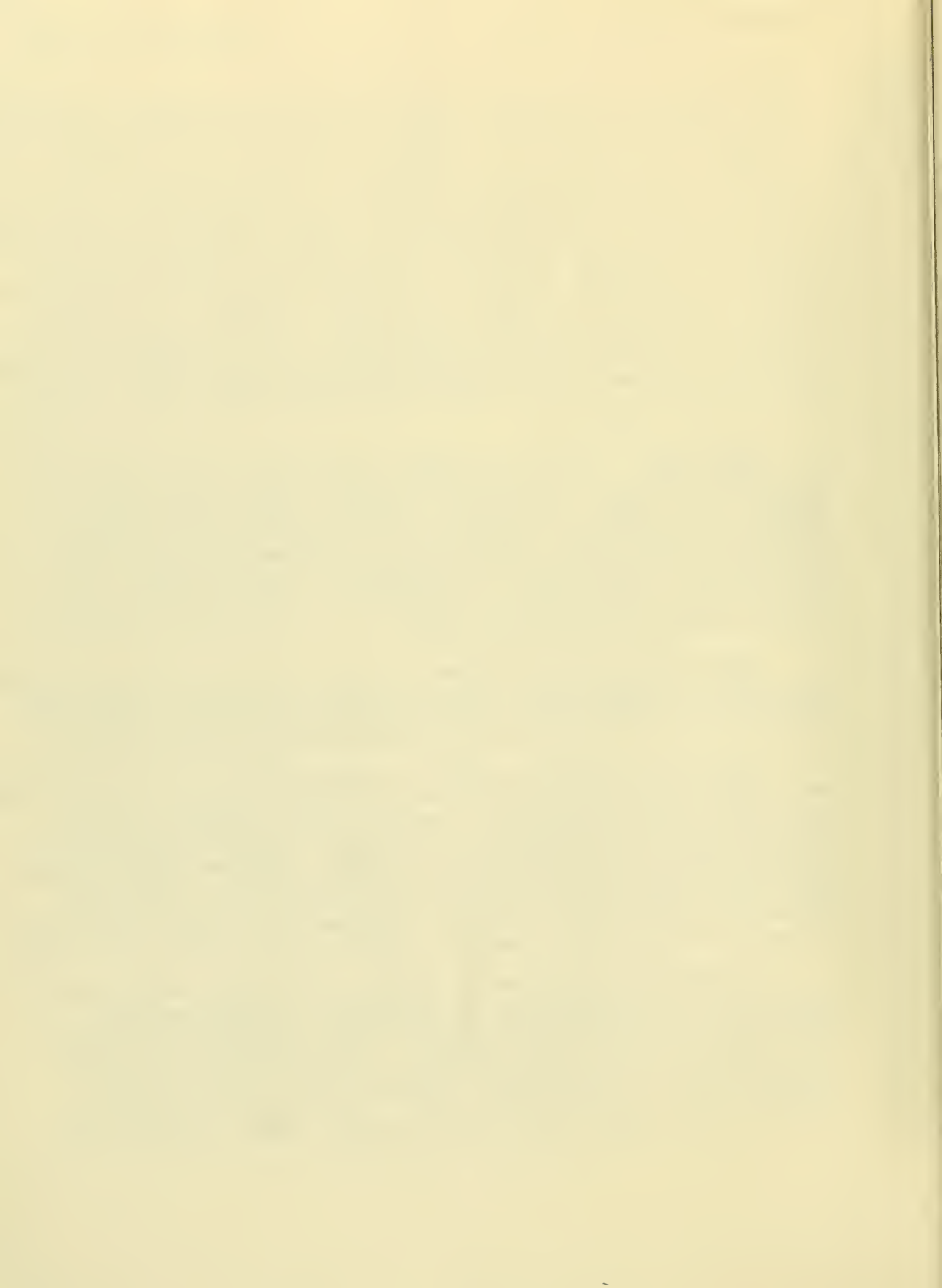
Purchasing. During the fiscal year 1969-70, the Purchasing Department expended \$19,856,923 through purchase orders and \$39,662,853 through encumbrance requests. Stores and Equipment Bureau sales amount to \$104,988. The additional work load from the San Francisco Port Commission has been somewhat offset by increased use of photographic processes. These processes have significantly accelerated the issuance of purchase orders and the time saved in this area has resulted in a substantial reduction in the backlog of unpaid invoices.

The Coding Division updated the Group 75 Code Catalog [Stationery, office supplies and office devices] and produced an improved index for all commodities. The Water Department and Railway have combined their inventory control system using the Coding System.

The Bureau of Central Shops is responsible for the maintenance and repair of mechanical equipment in school buildings, sewage plants and public buildings. More than 2100 motorized units of the City-owned fleet of vehicles valued at more than \$6,000,000 are maintained and repaired by the shops. The Fire Apparatus Shop section completed 975 maintenance and repair jobs. 1986 repair jobs were performed by the truck shop during the year and the Passenger Vehicle shop completed 3122 jobs plus special outfitting of some 100 vehicles for various departments.

The Reproduction Bureau provides a centralized service available to all City Departments in photography, offset printing, mimeographing, photostating, blueprinting, microfilming and two self-service electrostatic copiers. Funds to operate the Bureau are provided by work orders from over 70 Departments who make regular use of its facilities. Work done for City Departments during 1969-70 amounted to \$175,487. This is an increase of over \$57,000 in the last 5 years, with the same number of personnel.





Real Estate and Property Management. On July 1, 1969 Mr. Wallace Wortman received a permanent appointment as Director of Property, and Mr. Max Babin was appointed Assistant Director.

During the fiscal year 1969-70, the Real Estate Department acquired real property for public use the total cost of which amounted to \$2,164,440. Major acquisitions involved property for the Army Street Circle Re-channelization at a cost of \$652,000, property for the Bayview School Expansion at a cost of \$115,500, and property for the Clay-Washington Street widening at a cost of \$717,125. The Clay-Washington transactions involved the vacation of Merchant Street for which the City received \$397,187.50. Surplus properties were sold for a total of \$633,300. This included the sale of the Tenth Avenue Firehouse to the Community Effort for Disturbed Children.

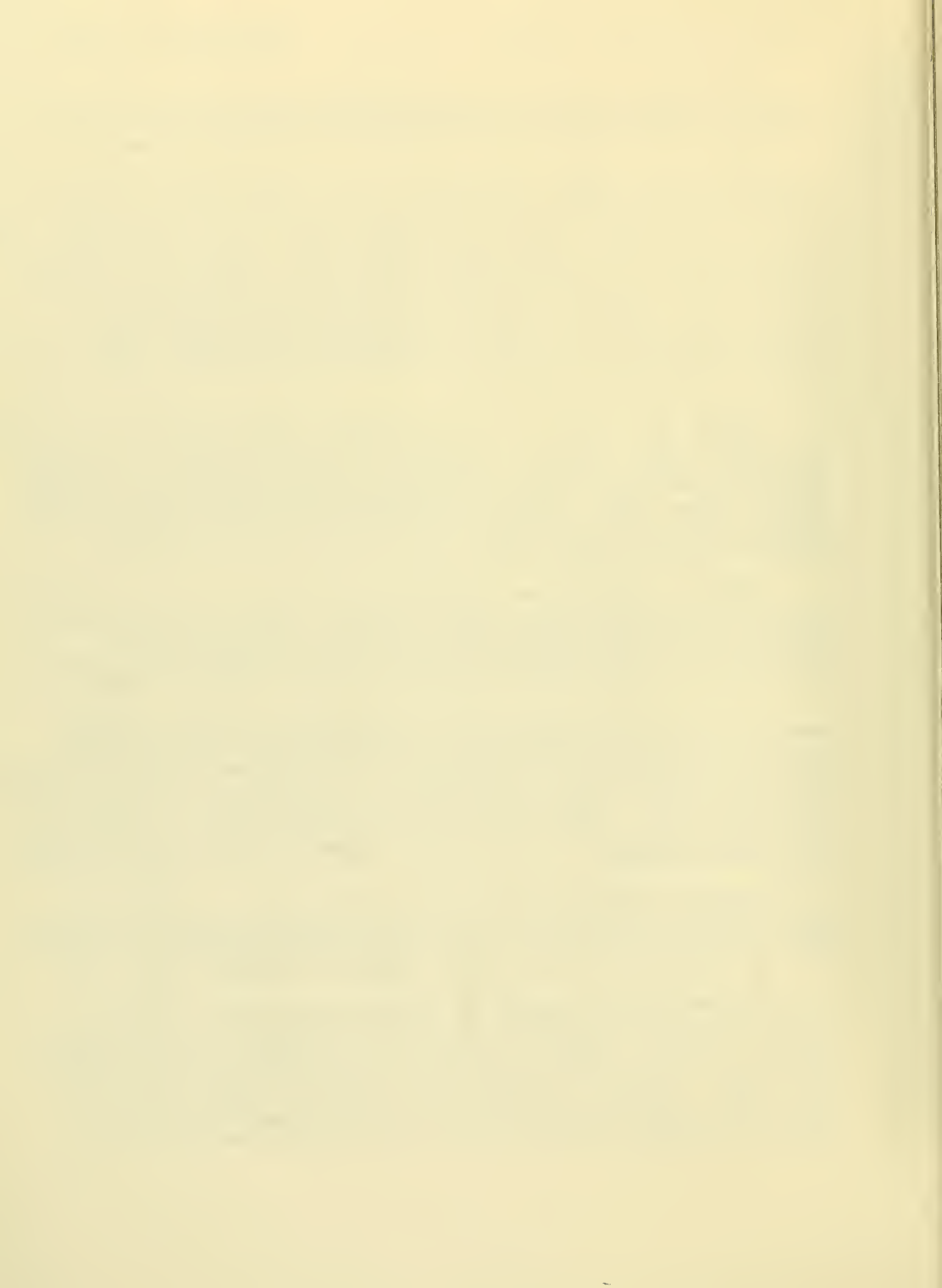
During the fiscal year the Wisconsin Street Housing Properties and Hunters Point Ridge Properties were acquired from the Housing Authority, and a portion of the Ridge Point Properties was deeded to the Redevelopment Agency. Various street areas within redevelopment areas, and a number of interdepartmental transfers of real property were arranged, including property for the proposed Diamond Heights High School.

The City Attorney was assisted and advised in 37 Condemnation cases wherein the City was named defendant. Numerous leases were negotiated for City Departments requiring additional space, including 61 special school projects, branch library sites, FACE office sites, and offices for the Department of Public Health.

The Real Estate Department in furnishing loan and finance services for the FACE Program of the Department of Public Works had 298 Section 312 loans approved for a total amount of \$2,985,667 during the fiscal year. Additionally, 61 Section 115 Grants in the amount of \$170,130 were submitted to and approved by the Director of Public Works. Since the start of the FACE Program, approximately 5.3 million dollars has been loaned or granted to persons affected by the FACE Program.

The Civic Auditorium and Brooks Hall rentals amounted to a total of \$244,857.58 and the Concession lease approved in December 1968, produced \$41,531 for a total income of \$286,388.58. The cost of operating the convention facilities totalled \$347,270.

The Real Estate Department received \$823,123.72 from the rental of surplus properties of which the largest rental was for \$306,000 from the lease of the Lincoln Building at 5th and Market Streets. A total of \$257,910.74 was received from parking facilities, which included the leasing of stores in several of these facilities. [The total revenue received by the City from all unmetered parking facilities was \$1,132,013.05, according to the Parking Authority.]



A total of \$759,708 was paid for the rental of property leased by the City. This was primarily for branch libraries, neighborhood health centers, offices for the Departments of Social Services, City Planning, and the Public Administrator. Special classroom facilities for the Board of Education in the Civic Center area cost an additional \$278,292.

During the fiscal year a greatly increased portion of the Real Estate Department's workload again consisted of particularly complex and detailed assignments. Such assignments included:

The recommendations and services required for the Midtown Park project; special review of city-owned property for future lease or sale; studies to acquire or lease Alcatraz Island; appraisal and negotiation for the South San Francisco Opera House; appraisals, reports and recommendations on the State Maritime Historic Park and Haslett Warehouse; Mini-Park acquisition program; street widenings, extensions and vacations for the Department of Public Works.

Police and Fire Communications System. During the fiscal year 1969-70, the Department of Electricity provided routine maintenance of police and fire communications systems and radio communication systems for all City departments; maintenance of all traffic signals, maintenance of all parking meters and operation of our Central Fire Alarm Station.

The Department continued its conversion from overhead to underground facilities in accord with the City's undergrounding program and continued temporary relocation of Department facilities in connection with BART construction.

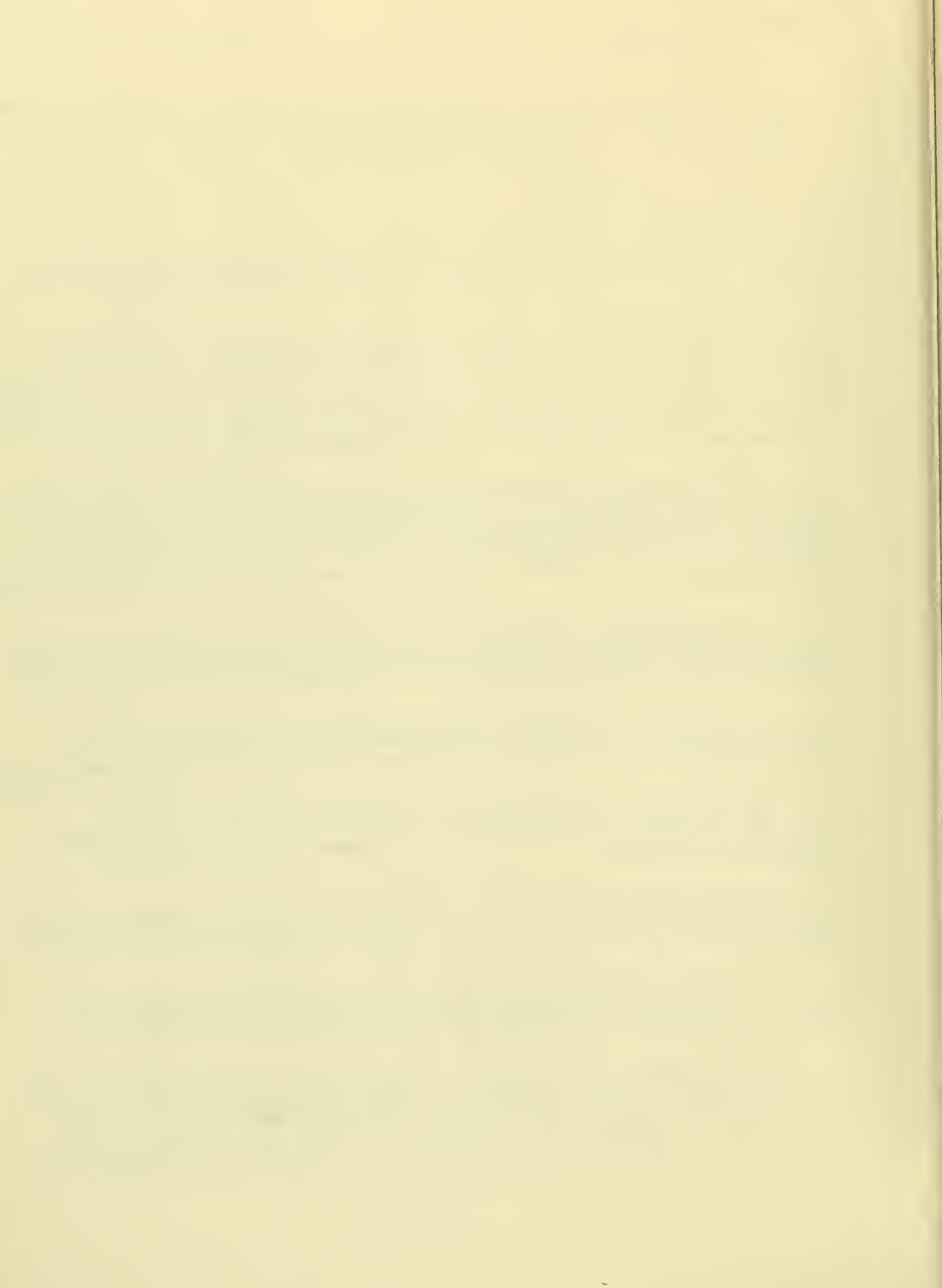
In addition to routine maintenance work, special work for various City departments was performed through work orders amounting to \$282,000.

Nine hundred and eighty-five additional parking meters were installed making a total of 14,221 parking meters in service throughout the City.

Radio equipment was purchased for the Sheriff's Department and installation is now proceeding for their inclusion in our Public Safety Radio System.

An alert notification procedure was completed in accordance with the responsibilities assigned to various City departments under the emergency operations plan of the Disaster Corps.

Public Health. This office has expended a considerable amount of staff time in coordinating the various activities concerned with the construction of the new San Francisco Medical Center. Construction of the new laundry and power plant started in November 1969 and will be completed early in 1971. At that time construction is scheduled to begin on the main hospital and outpatient complex. The



final plans for the main hospital and outpatient complex were ninety per cent complete in June and will be 100 per cent complete in September of this year.

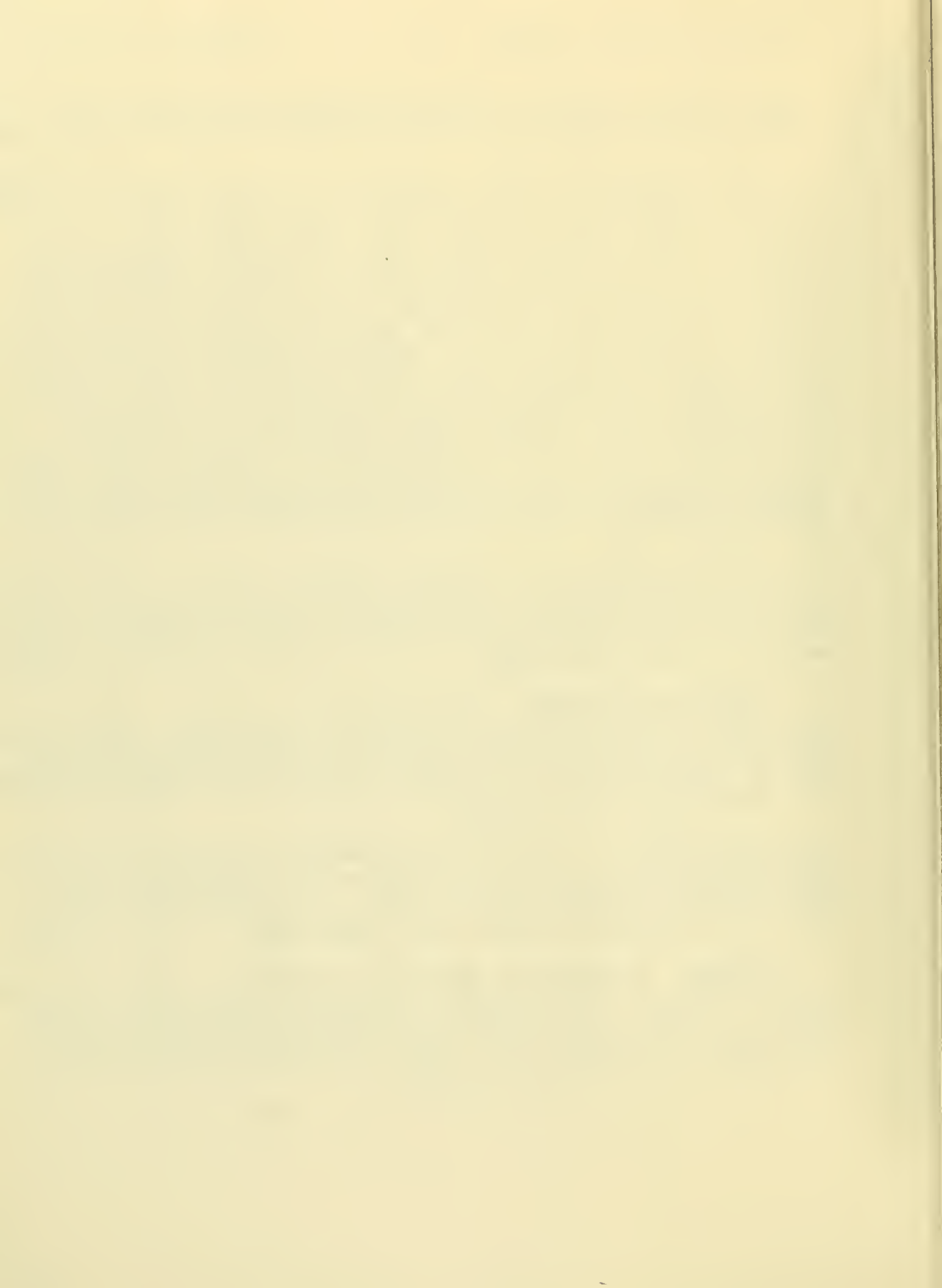
The Department of Public Health has also been involved, along with the Department of Public Works, in the construction of the last five major health centers. It is anticipated that the new North East Health Center, constructed over the air rights of the east end of the Broadway Tunnel, will be ready for occupancy by November 1, 1970. The redesigning of the mental health catchment areas so that they are coterminous with the general public health districts will be acted on by the State Department of Public Health during the coming fiscal year. This will enable better planning and more efficient use of all personnel involved in the fields of public health and mental health. The contractual services that the Department has with psychiatric facilities in the Westside district have been in effect since January, 1969. It appears that the increased usage of these facilities may necessitate additional funds to keep pace with increased demands; at the same time, however, the increased local services has decreased the necessity for sending mentally ill patients out of town to the State hospitals for inpatient care.

The Consulting firm of Touche, Ross was engaged in April 1969 to make a long-overdue management study of the San Francisco General Hospital, and to recommend and implement modern management methods. The first phase of this study has been completed and will be reported before the end of this year.

Finance and Records. In the Department of Finance and Records, difficulties in the computer counting of voting machine tally sheets apparently was overcome, with the returns tabulated in smooth working order in the November municipal and June state primary elections. The new method provides far greater assurance of accuracy over the old manual tabulation procedure.

The business tax collection work in the Tax Collector's Office proceeded as well as could be expected with a shortage of staff personnel and inadequate working space. The County Clerk likewise was hampered by insufficient staff workers to carry out the duties required by expanding Superior Court activities.

Coroner. The Coroner's Office has experienced a marked increase in the number of violent deaths investigated, from 725 in 1967-68 to 936 in 1969-70. The intensity and depth of investigative effort demanded by violent death cases results in significantly increased work-loads for the staff. The office continues to support narcotics and dangerous drug analysis programs.



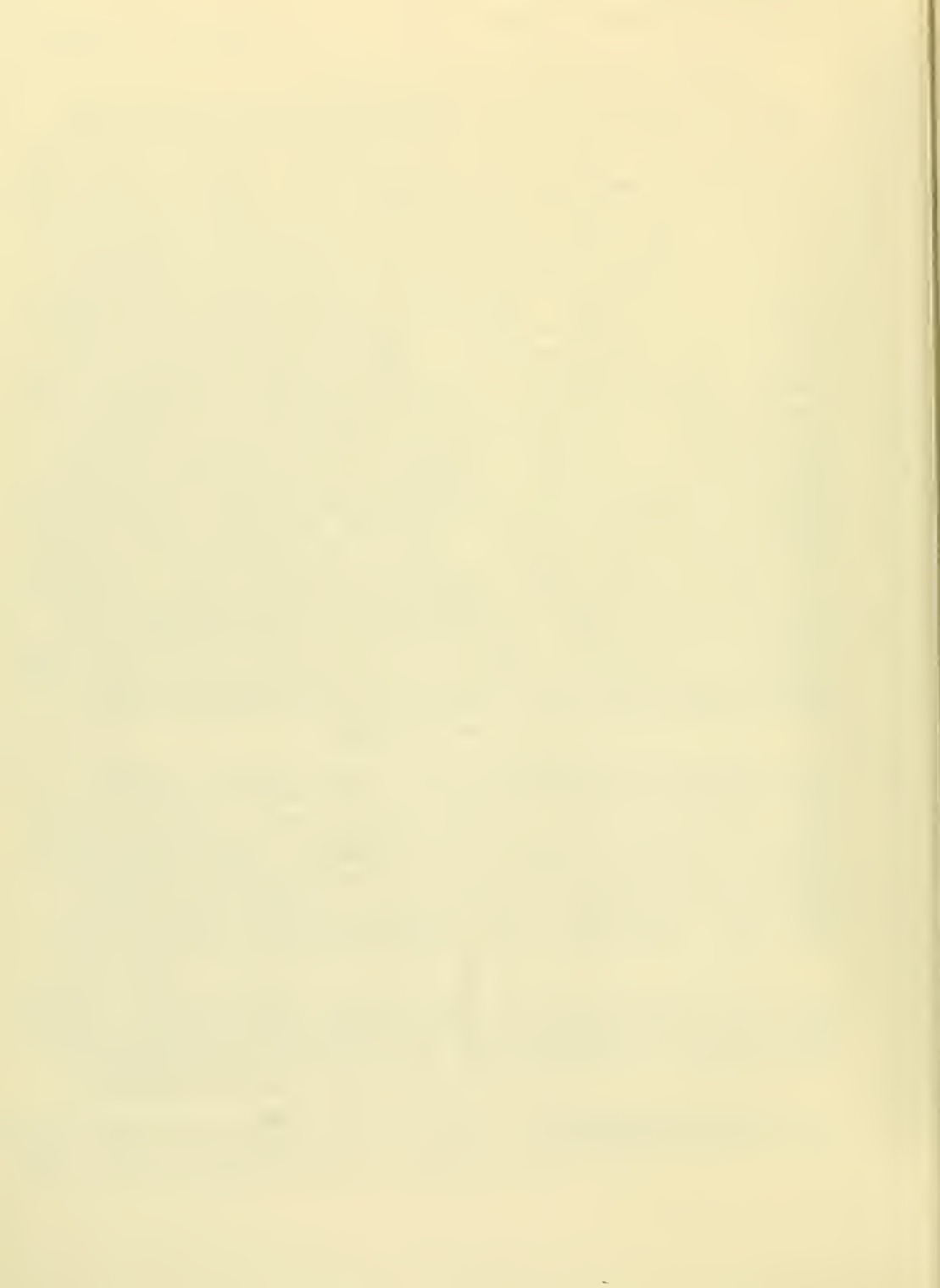


Capital Improvement Advisory Committee. The fiscal year 1969-70 was the fourth year in which the Capital Improvement Advisory Committee acted in accordance with the revisions and new responsibilities authorized in Ordinance 139-66 in June 1966. The Committee, with the Chief Administrative Officer as Chairman, performed its annual review of requests for funds for Capital Improvement, Replacement and Reconstruction, and Maintenance and Repair for the budget year 1970-71, and recommended priorities for these items in its report to the Mayor and the Board of Supervisors dated March 15, 1970. The Committee then prepared and issued its third "Recommended Six-Year Capital Improvement Program" in June 1970, including a recommended priority listing of proposed bond issues with a schedule of years in which the bond issues could be submitted. Following the approval in the November 1968 election of the Charter Amendment permitting multi-purpose capital improvement bond issues, the CIAC prepared a proposed bond issue in the amount of \$4,930,000 for the November 1969 election. Unfortunately, the bond issue was not approved by the voters. Successful passage of this first multi-purpose bond issue would have been an important step toward correcting deficiencies which have been accumulating over the past few years because of inadequate appropriations in the annual budgets for needed capital improvements. The CIAC is experiencing increasing frustration as its careful review and diligent efforts to prepare an orderly Six-Year Capital Improvement Program have not seemed to influence the steadily declining annual appropriations for maintenance and repair, reconstruction and rehabilitation, and capital improvements. In May 1970, the Administrative Code was amended to increase the CIAC's responsibility to review non-profit corporation proposals and other types of financing plans for capital improvements, and to advise the Mayor and the Board of Supervisors concerning such new proposals.

Central Safety Committee. The Central Safety Committee finished its ninth year of operation. The San Francisco Chapter of the National Safety Council is employed under contract to provide safety engineering consulting services. The Committee meets monthly and safety programs are established in City departments through the guidance of the Committee and consultants. Safety training for supervisory personnel was continued in the City institutions, and the driver training program was expanded and continued. Additional safety inspection and education programs were carried out by the consultants in various City departments.

The Committee completed its innovative study into the problems and possible solutions of alcoholism among City employees, and in June 1970 the small program was initiated with four employees in the Department of Public Health, to begin actual implementation of the program to aid City employees with alcoholism problems.

Legislative Analysis. All bills introduced in the last session of the State Legislature pertaining to the Departments of the Chief Administrative Officer were reviewed. Recommendations on all bills



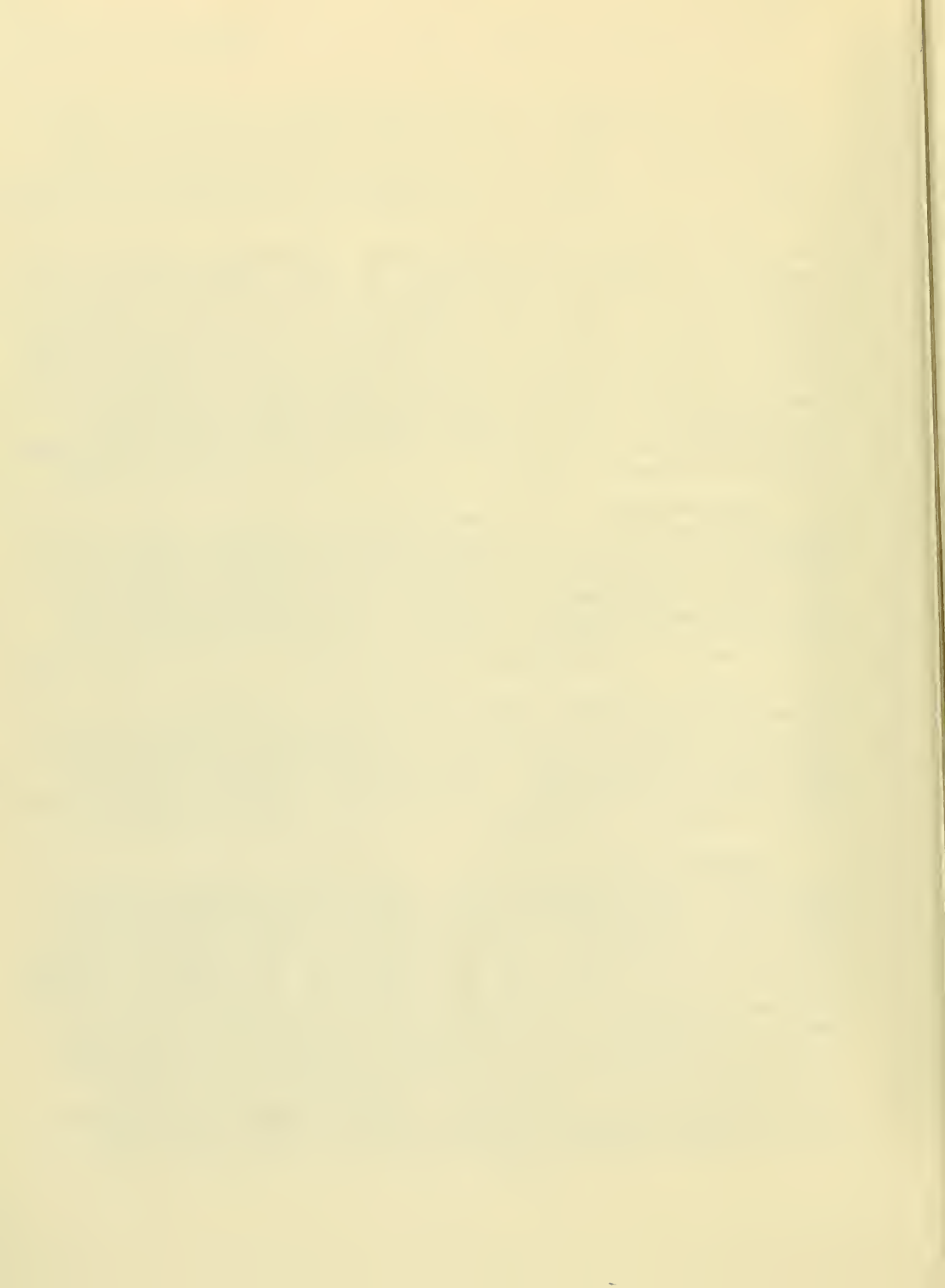
of importance within the scope of this office were made to San Francisco's Committee on State Legislation, of which the Chief Administrative Officer is a member. When required, the Chief Administrative Officer and his representatives attended meetings of committees of the State Legislature in Sacramento to assist in presenting San Francisco's position regarding pending legislation.

Publicity and Advertising Fund. The administration of the Publicity and Advertising Fund by the Chief Administrative Officer required the office to participate in the planning of a number of special events. Funds were made available to a number of civic organizations and citizens' committees. The office arranged for San Francisco's exhibit at the State Fair in Sacramento. Arrangements were made by this office for a landscape architectural exhibit by the Recreation-Park Department with the assistance of the Department of Public Works at the San Mateo County Fair. Arrangements for San Francisco's float in the Pasadena Tournament of Roses Parade were handled by this office, and our float was awarded the Mayor's Trophy.

The Hotel Room Tax became effective in July 1, 1961 at the rate of 3 per cent. The revenue obtained from this tax at 3 per cent during the fiscal year 1969-70 was \$2,287,904. Effective October 1, 1967, the Board of Supervisors enacted amendments to the Hotel Tax Ordinance increasing the tax rate to 5 per cent. The additional 2 per cent collected during the fiscal year was allocated to the financing of the new Yerba Buena Convention and Sports Center, and amounted to \$1,525,270.

Of the 3 per cent total, \$1,990,000 was appropriated by the Board of Supervisors to the Chief Administrative Officer for his allocation during the fiscal year for Publicity and Advertising services which were made to San Francisco's cultural groups and promotional organizations. An unallocated amount of \$297,904 from the 3 per cent was retained in the General Fund to reduce the critical property tax burden.

Regional Service Committee. The Regional Service Committee, of which the Chief Administrative Officer is Chairman, has met quarterly. This Committee has an active program to maintain and improve San Francisco's relations with the surrounding territory, especially therural and agricultural areas. This Committee worked closely with the Public Utilities Commission to assist with public relations in the out of town areas where the Public Utilities Commission operates. The Regional Service Committee has hosted a number of groups during the past year including the North Coast Counties Association of the California Supervisors Association and several meetings with City and County officials from our neighboring Bay Area Communities. The activities of the Regional Service Committee were increased in order to more effectively promote better relations with the people in the Bay Area with whom we share common problems.

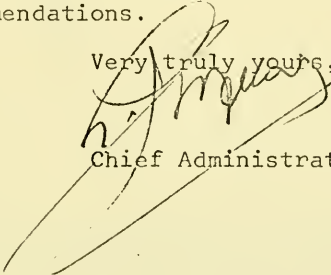


September 17, 1970

Annual Reports from the departments under the Chief Administrative Officer will be forwarded to you. Detailed information concerning a number of the matters mentioned here will be found in these reports, as well as the details of the programs administered by the Departments in accordance with your letter of August 28, 1970.

This office wishes to thank you and the members of the Board of Supervisors for the consideration which has been given to our requests and recommendations.

Very truly yours,



Chief Administrative Officer





OFFICE OF

## CHIEF ADMINISTRATIVE OFFICER

THOMAS J. MELLON  
CHIEF ADMINISTRATIVE OFFICER

September 21, 1971

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102

## ANNUAL REPORT, 1970-71

Honorable Joseph L. Alioto, Mayor  
200 City Hall  
San Francisco 94102

DOCUMENTS

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1-441360

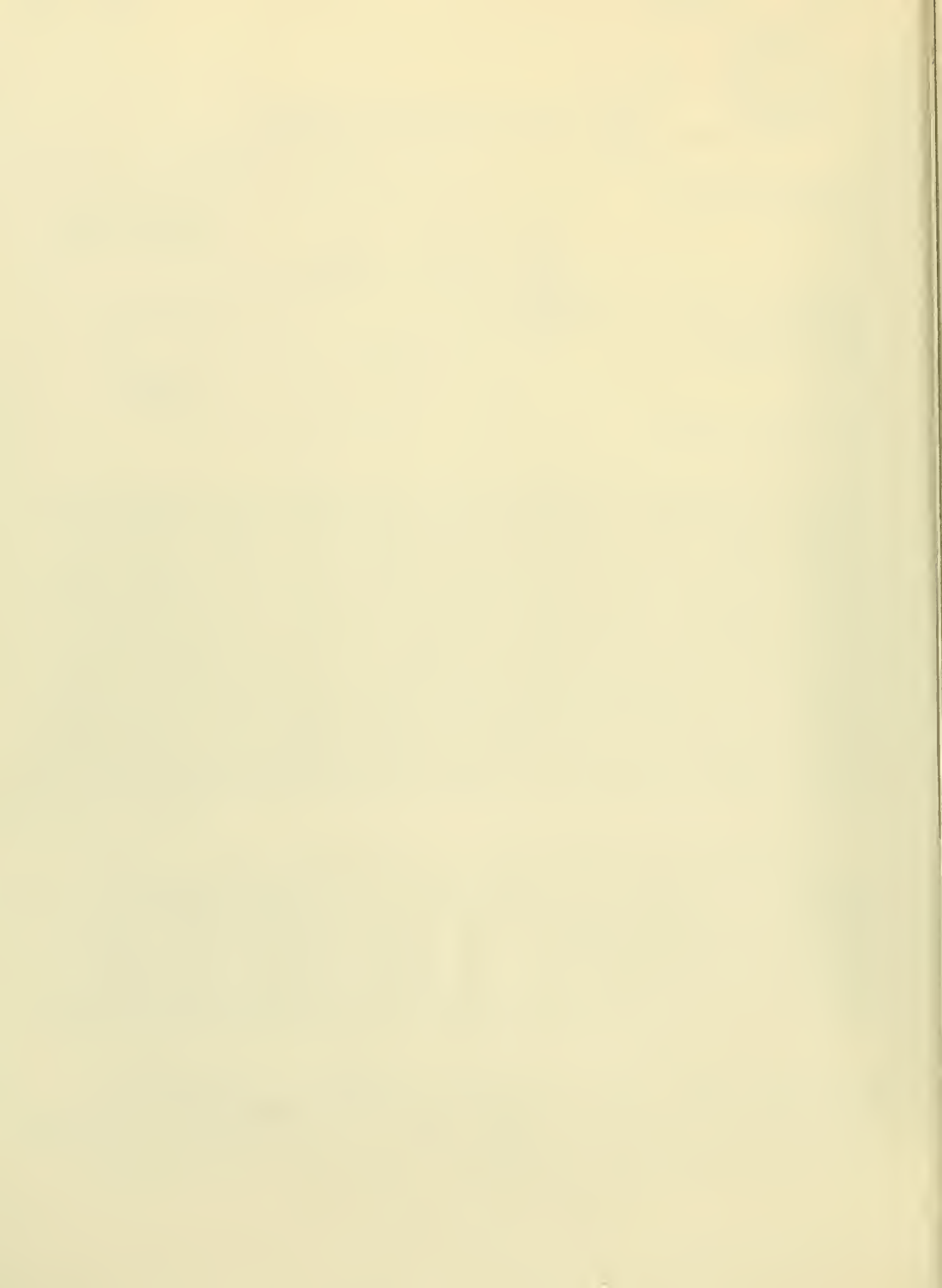
Dear Mayor Alioto:

The Chief Administrative Officer has continuing responsibility for the direction and coordination of departments under his jurisdiction. The Chief Administrative Officer also serves as an ex-officio member of the Board of Supervisors, he is the County Road Commissioner, and is the Chairman of the Tax Board of Review, the Refuse Collection and Disposal Rate Board, the Central Safety Committee, the Capital Improvement Advisory Committee, and the Regional Service Committee. He is also a member of various other active government committees. He is a member of the City Planning Commission, the Executive Committee of the Association of Bay Area Governments, and the Metropolitan Transportation Commission. He has been elected to the Board of Directors of the League of California Cities, and is the Manager of the Surplus Property Authority. An increasing amount of time has had to be given by the Chief Administrative Officer to his responsibilities as a member of the Board of Directors of the Economic Opportunity Council and as Chairman of the Manpower Committee of the EOC.

Throughout the fiscal year, the Chief Administrative Officer served as Chairman of the City government Management Committee designated to expedite the preparation of an employee relations ordinance in implementation of the Meyers-Milias-Brown Act. The work of the Committee involved over thirty meetings with employee organization representatives, in a continuing effort to resolve differing views concerning the Committee's proposed draft ordinance. A final draft of the proposed legislation was prepared at the close of the fiscal year for submission to the Board of Supervisors.

The Chief Administrative Officer assisted in the preparation, presentation and support of two bond issues in the election of November 3, 1970. The first issue was to provide \$65,000,000 for our municipal Water Pollution Control Program. The program is considered to be vitally necessary for the City's future in terms of public health and environmental improvement. This issue was approved by the voters by the necessary two-thirds majority.





The second bond issue at that election was to provide new school facilities in the Hunters Point Redevelopment Project area. While this issue did not attain the requisite two-thirds vote, it is contemplated that the planned improvements in school facilities which are urgently needed in this area will be provided through subsequent legislative and budgetary actions.

This office participated in the detailed planning and preparation of bond issues to be submitted to the voters at the November 2, 1971 election, including:

School Bond Issue - \$56,180,000  
Port Improvement Bond Issue - \$34,000,000  
Hall of Justice Bond Issue - \$8,491,000

During this fiscal year, the planning effort for the proposed Yerba Buena Center Redevelopment Project received increasing attention by the Chief Administrative Officer. Numerous conferences and meetings were conducted in conjunction with the San Francisco Redevelopment Agency, and the various City departments and offices involved, to assist in expediting the planning, financing and construction work required by this major renewal project.

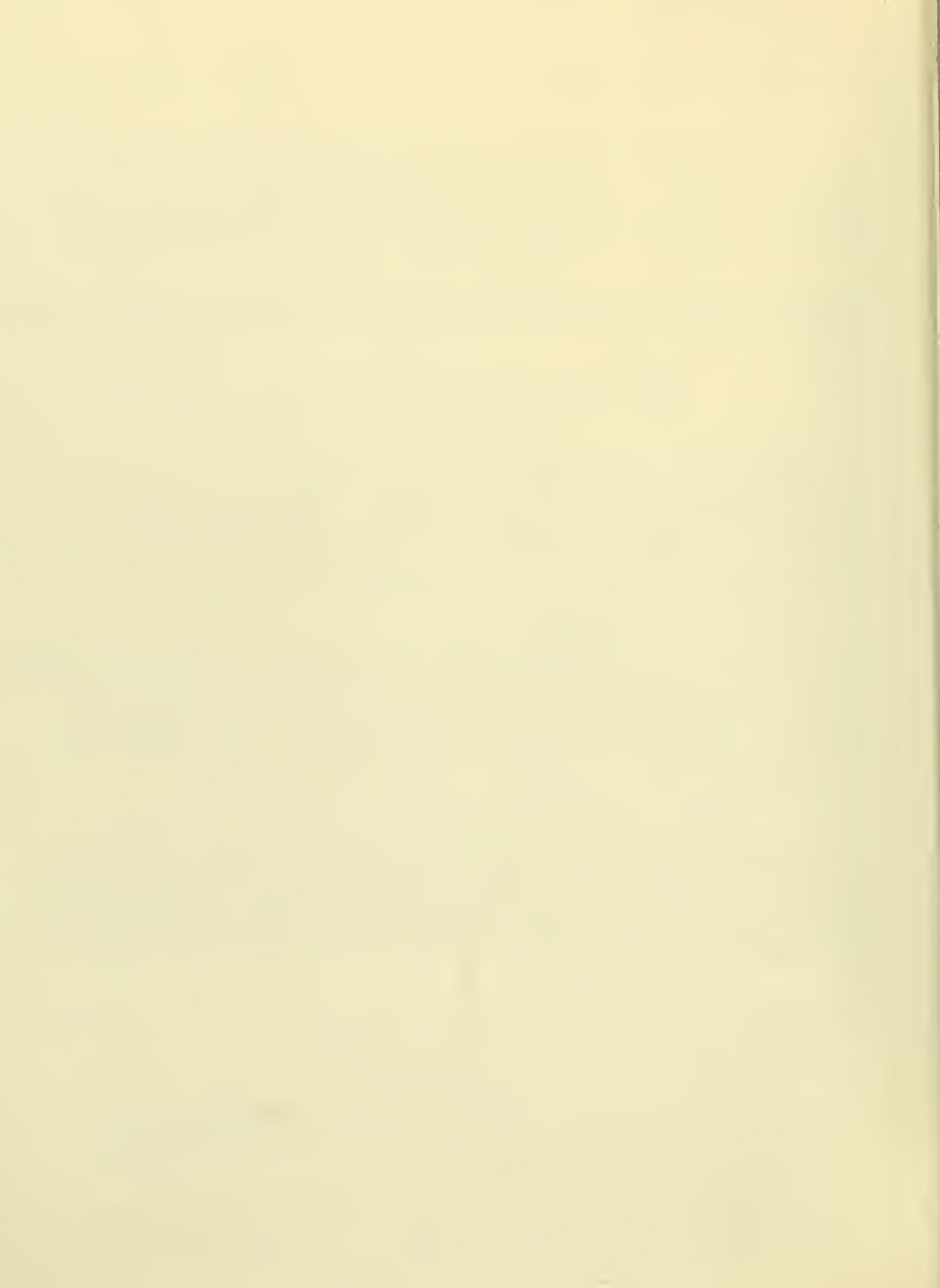
The Chief Administrative Officer and the Departments under his jurisdiction have continued to work in cooperation with the Redevelopment Agency in the carrying forward of the various other Redevelopment Projects in the Western Addition, Diamond Heights, Golden Gateway, Hunters Point-Bayview, Butchertown and South of Market areas. Similarly, close cooperation and coordination of effort are being achieved in connection with the City's two Model Neighborhood programs in the Mission and Hunters Point-Bayview Districts.

The Chief Administrative Officer is serving as the Project Director for the recently approved Federal Department of H.E.W. grant project to provide a Coordinating Council to assist the Board of Supervisors' Study Committee on Operation of San Francisco General Hospital. This office is providing interim administrative and technical support until the Council has its own operating staff and facilities to carry forward its work to review the Hospital's ability to meet community health needs.

## PUBLIC WORKS

### FACE Program

On June 30, 1971, the City's Federally Assisted Code Enforcement Program (FACE), administered by the Division of Property Conservation, completed four years of rehabilitation work. Although five additional Public Improvement Projects for the entire FACE program since 1967 totaled \$3,892,101 or \$840 per square foot, additional expenditures have amounted to 19% of the total cost of the program work in all seven FACE areas and the City's Federal Assistance



(\$7,796,450 for Section 312 Loans and \$575,971 for Section 115 Grants ) to property owners in all seven areas.

The Public-Improvement work includes street widening, street and traffic lights installation and planting of street trees. Also, there has been undergrounding of power and telephone lines along certain streets, further enhancing the esthetic appearance of the areas.

In respect to the initial four FACE Areas (Arguello Park, Buena Vista Heights, Glen Park and Great Highway), the program essentially was completed in October 1970 with 92% of the buildings certified to be in compliance. The remaining 248 buildings were undergoing code compliance work or litigation processing. As of June 30, 1971, there were 178 buildings still active with 145 (less than 5% of total buildings) under litigation -- the remaining 33 buildings (1%) are nearing completion.

In areas 5-7 (Alamo Square, Bernal Heights, and Duboce Triangle), 184 (11%) of the 1620 structures have been certified to be in compliance as of June 30, 1971. In regard to the remainder (1436), it is projected that 660 (41%) will be in compliance by June 30, 1972 and in excess of 1300 (81% or more) by June 30, 1973, which is the target date to complete this part of the program. It is estimated that, of the 300 or more (approximately 19% of the total) structures remaining, between 200 (12% of total) and 250 (15% of total) will be in litigation. The balance of 50 to 100 buildings (4%-7%) will be working toward completion. For the total structures in Areas 1-7 (4607 buildings), 2993 (65%) were in compliance as of June 30, 1971.

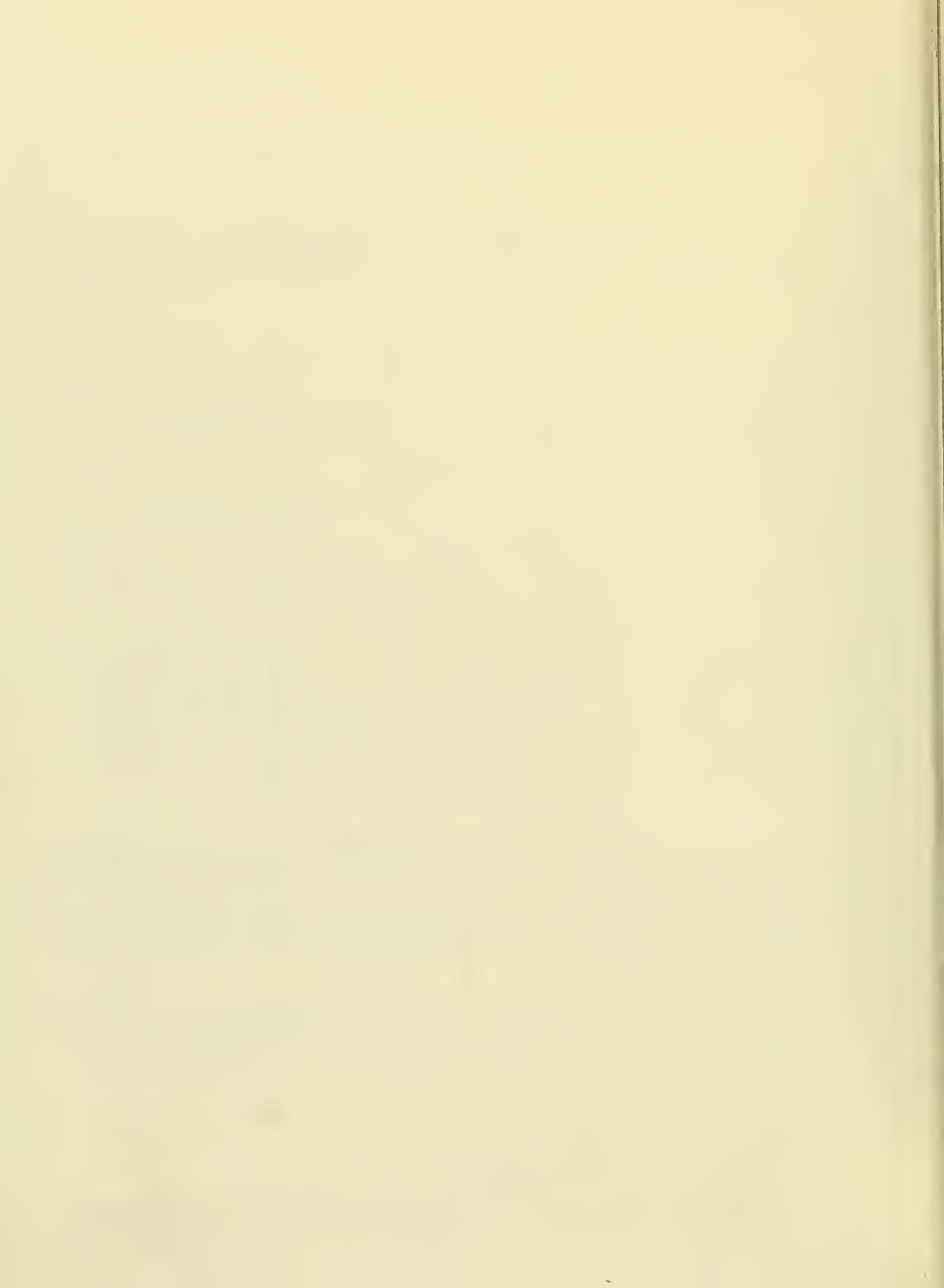
In December 1970, two new applications for Code Enforcement grants were submitted for approval to the U.S. Department of Housing and Urban Development (HUD) which, if approved, would continue the FACE Program over a three year period of time in the areas known as Upper Ashbury and Inner Richmond. As of June 30, 1971, these applications were at the HUD Area Office for review and further processing.

It is estimated that of the 2656 buildings in both Areas (1461 in Upper Ashbury and 1195 in Inner Richmond), 2377 (89%) are in Code violation, with 29 to be demolished. A total of 73 families or 223 individuals are projected to be displaced.

#### Freeway Construction

##### 101 - San Francisco Freeway

Construction on the \$11,900,000 - section of Interstate 580 from Park Street to 6th Street was completed and is scheduled to be opened to traffic in July, 1971. With on and off



ramps coming to grade at 6th and Brannan Streets, this route is now providing significant relief to the congested James Lick Freeway and those motorists with downtown destinations. New perspectives of San Francisco's spectacular skyline are afforded these highway users as they traverse the mainline tracks of the Southern Pacific on an elevated structure that is an outstanding example of the dual use of land in the urban scene.

Bids were scheduled to be opened shortly for the next unit of Interstate 280 that will extend northeasterly from 6th Street to 3rd Street. Commonly known in conjunction with the previous link as the China Basin Viaduct, this section will feature ramp connections at 3rd and 4th Street, will cost approximately \$9,000,000, and is scheduled for completion early in 1974. Exploiting the dual-use of land policy still further, discussions and some preliminary planning have already taken place between the State Division of Highways and the Southern Pacific Transportation Company for possible building construction under the freeway structure.

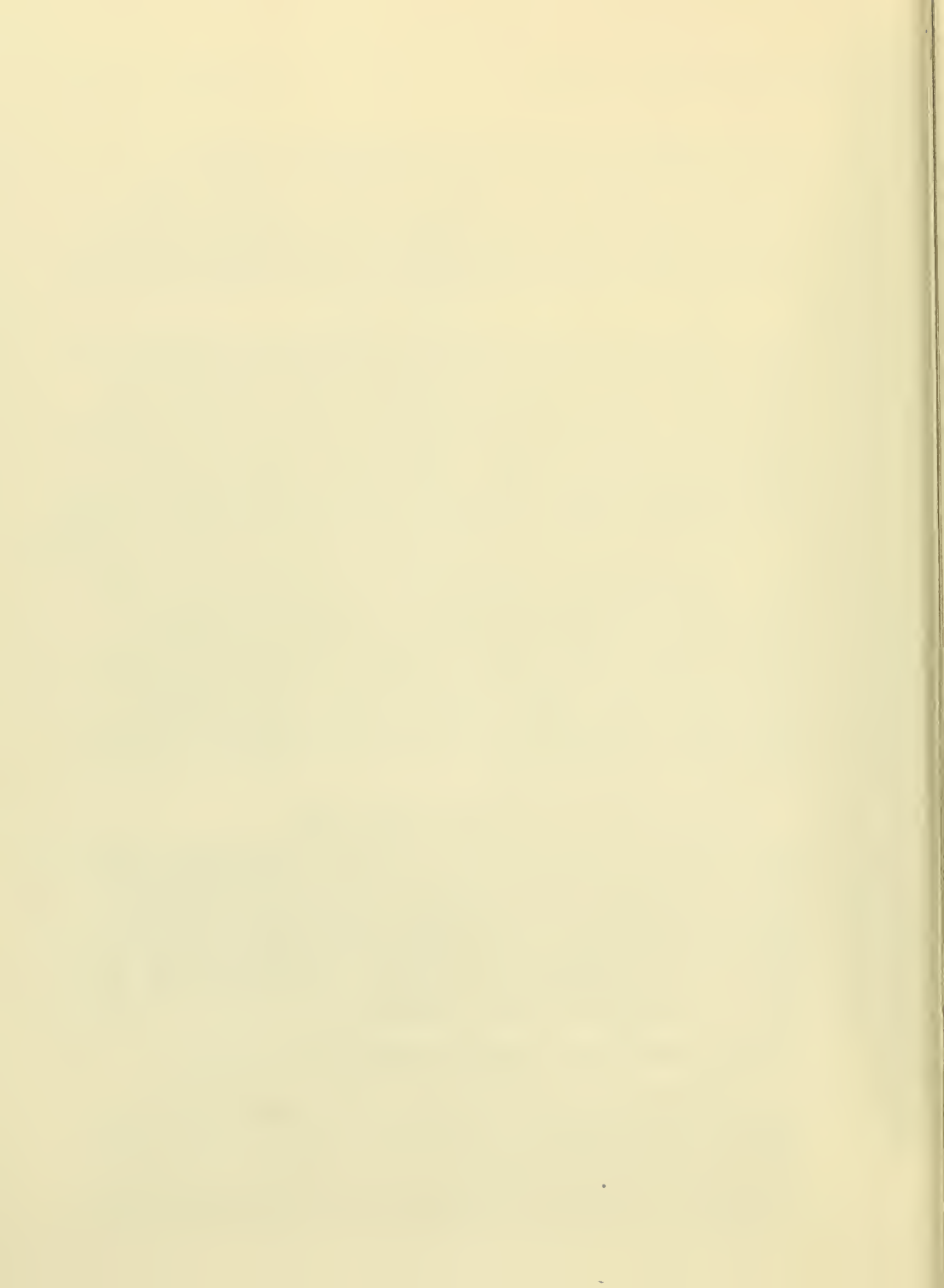
To complete the connection of Interstate 280 to the Bay Bridge, two more projects are still in design - one from Third to Harrison Street, an \$18,000,000 project tentatively scheduled for funding in three fiscal years, starting from 1973-74, and a second from Harrison to the Route 480 bridge connection. The latter is estimated at \$6,400,000 to be funded in 1974-75 and 1975-76 budgets. These dates and amounts are, of course, subject to change depending on availability of funds and possible changes in priorities of scheduling.

#### Southern Freeway (Interstate Route 280)

A contract was awarded on May 28, 1971 to widen both directions of Interstate Route 280 (the Southern Freeway for 4 1/2 miles from the north city limits of Daly City to the connection with Route 101. The construction will improve this section to an eight-lane freeway with full-width shoulders and 12-foot lanes. The \$2,400,000 project, expected to be completed in summer of next year, 1972, will bring a welcome relief from traffic congestion during the peak traffic period in each direction.

#### Golden Gate Bridge Approach (Interstate Route 480)

Plans are now complete for a small but important barrier-rail project for Interstate Route 480, the freeway leading from the Golden Gate Bridge toward the Marina; the job will be put out to bid in the near future. For north-bound lanes, the sight distance will be improved at Park Presidio Boulevard Separation where an on-ramp enters the freeway. Part of the concrete wall will be removed and





100 feet of tubular bridge rail will be installed at a cost of about \$15,000. This is an interim safety project to reduce accidents pending a more permanent solution.

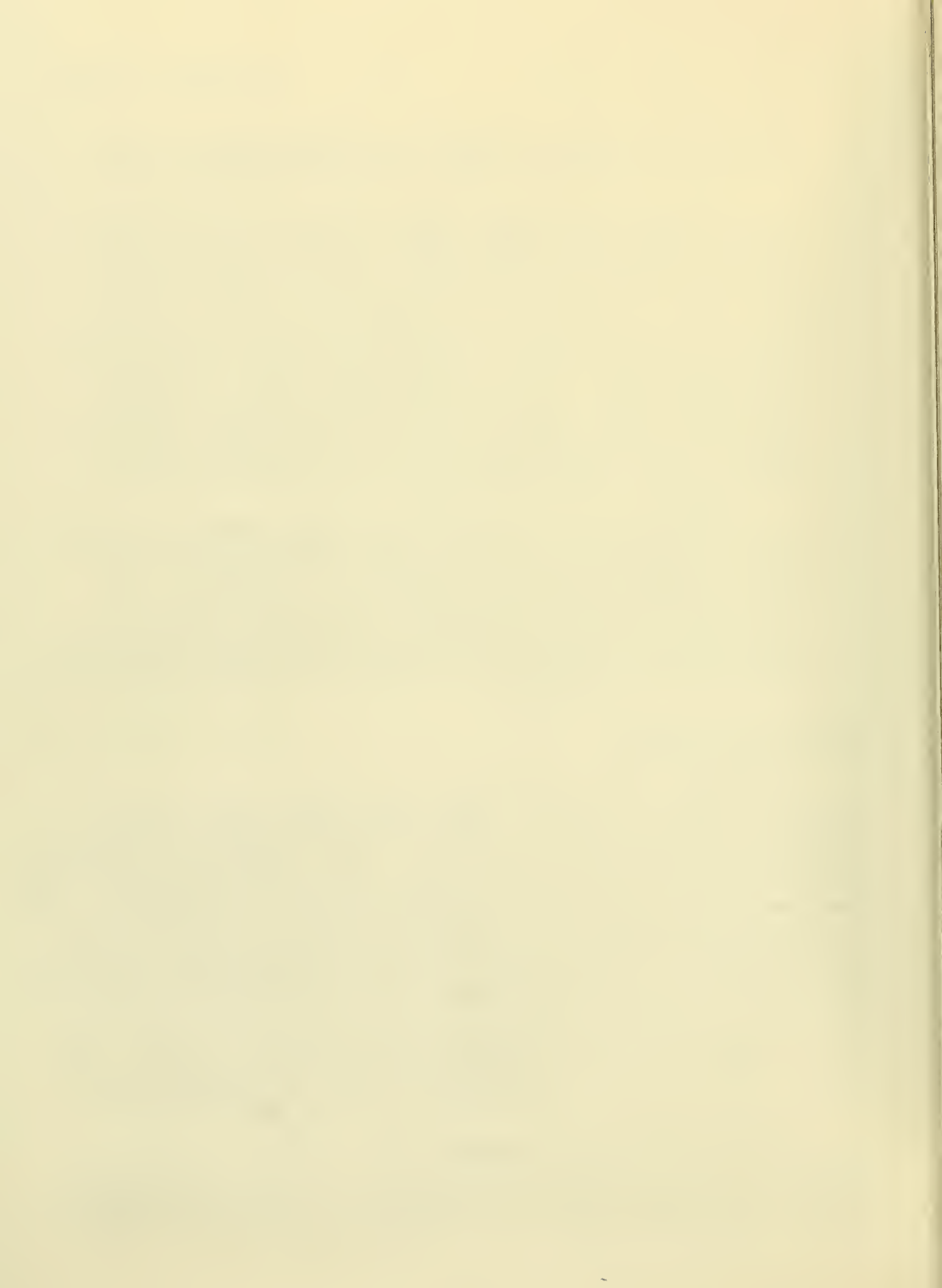
The major project to widen this entire south approach to the Golden Gate Bridge is now in design. It is tentatively scheduled for 1976 financing but plans could be ready for advertising earlier if funds are made available. Currently estimated to cost \$9,000,000 the project will widen one and one-half miles of the six existing ten-foot lanes to a full eight, new, twelve-foot lanes, and place a concrete median barrier between opposing lanes of traffic. The barrier will be of the "New Jersey" type with rounded base that brings errant cars back into their own lanes rather than crashing into the barrier, or worse, crossing into approaching traffic. Work on design plans and right-of-way is being accelerated to have the project ready as soon as funds become available.

These plans are in line with a report issued on February 10, 1971, by the National Transportation Safety Board which urged that the plans to bring this roadway up to minimum safety standards be expedited. In addition, that report requested full cooperation of the Army, the City of San Francisco and the Golden Gate Bridge and Transportation Authority. The Division of Highways is working closely with all concerned agencies to have the project ready for construction as soon as possible.

### SOLID WASTE DISPOSAL

In February, 1970, the Board of Supervisors formally approved the Waste Disposal Agreement, under which solid wastes from San Francisco would be trucked -- hauled to the City of Mountain View for disposal by the sanitary fill method. On the strength of this agreement, numerous other financial, engineering, construction and purchase commitments were also made by various parties to the agreement. In a short period of six months, the entire system was implemented and San Francisco began hauling waste to Mountain View in November, 1970. This included the construction of a land transfer terminal which was needed because of the relatively long distance between the two cities. The waste from the collector trucks is now being transferred to a fleet of 18 trucks and trailers which make a total of some 90 round trips per day. The disposal site covers an area of 540 acres and will be available to us for disposal for a minimum period of five years. After this time, the filled site will be developed into a regional park with golf courses and other recreational facilities.

In looking back on this matter, it is clear that the extremely minimal time available for finalizing the details of the complex provisions of the agreement, we can see that it would have been virtually impossible for either the City or the contractor companies alone to solve the problem. The cooperation of the mechanics



of committing the Refuse Collection and Disposal Rate Board and the rate-payers to the financial terms of the agreement. The companies on the other hand, had to provide the actual means to quickly implement the whole operation, which would not have been possible under the limitations of the public funding and contractual procedures. It was truly a major public-private partnership effort that made the project possible.

#### PURCHASING

During the fiscal year 1970-71, the Purchasing Department expended \$24,672,399 through purchase orders and \$33,354,320 through encumbrance requests. Stores and Equipment Bureau sales amount to \$67,920. The additional work load from the San Francisco Port Commission has been somewhat offset by increased use of photographic processes. These processes have significantly accelerated the issuance of purchase orders.

The Coding Division works closely with all City departments in connection with coding of requisitions, stores withdrawals and other transactions involving materials, supplies and equipment. The Coding System is now used by all departments.

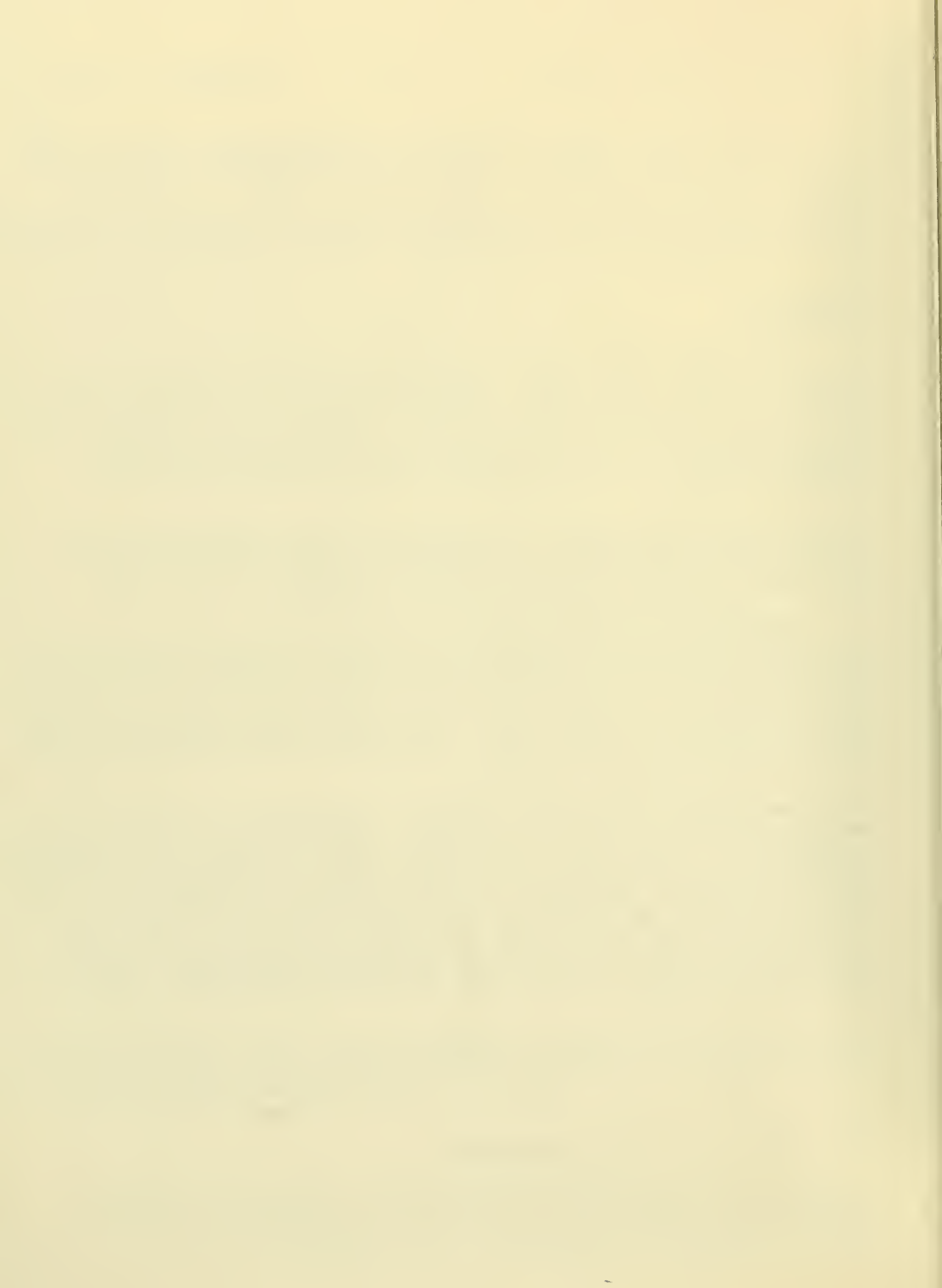
The Bureau of Central Shops is responsible for the maintenance and repair of mechanical equipment in school buildings, sewage plants and public buildings. More than 2400 motorized units of the City-owned fleet of vehicles valued at more than \$7,000,000 are maintained and repaired by the shops. The Fire Apparatus Shop section completed 948 maintenance and repair jobs. Two thousand sixty-two repair jobs were performed by the truck shop during the year and the Passenger Vehicle shop completed 3156 jobs.

The Reproduction Bureau provides a centralized service available to all City Departments in photography, offset printing, mimeographing, photostating, blueprinting, microfilming and two self-service electrostatic copiers. A magnetic tape typewriter was added during the year to provide an additional service capability for City departments. Funds to operate the Bureau are provided by work orders from over 70 Departments who make regular use of its facilities. Work done for City Departments during 1970-71 amounted to \$175,487. This is an increase of over \$57,000 in the last five years, with the same number of personnel.

The Bureau of Stores and Equipment staffs City's major storerooms, maintains inventory control of City-owned equipment, sells surplus personal property, and transfers used City property between departments.

#### REAL ESTATE AND PROPERTY MANAGEMENT

The Real Estate Department provides a variety of management and related services for all City departments. property appraisal and negotiation; acquisition of street widenings and extensions, school expansions.



study and appraisal projects; disposal of surplus property; jurisdictional transfers; management of City-owned facilities; advice pertaining to real estate matters; loan and finance service to Federal programs; and maintenance of records pertaining to City, School District and Community College District property.

Highlights of the Department's property management activities during the year are as follows:

1. CITY PROPERTY rentals such as the Lincoln Building at Fifth and Market Streets, a small dwelling at No. 7 Rotteck Street, or the service station lot at Polk and McAllister Streets produced an income of \$602,422.86.
2. PARKING FACILITIES - A total of \$308,219.97 was received from six facilities such as Marshall Square and Civic Center Auto Park.
3. CIVIC AUDITORIUM AND BROOKS HALL developed a rental income for the City in the amount of \$284,392.76. In addition, the Concession lease produced \$37,686.05. The total income of \$322,078.81 nearly offset the \$365,500 direct charges against the convention facilities operation.
4. CITY AS LESSEE - \$630,698.20 was paid for the rental of property leased by the City. These facilities generally served as branch libraries, neighborhood health centers, Social Services offices, and educational locations.

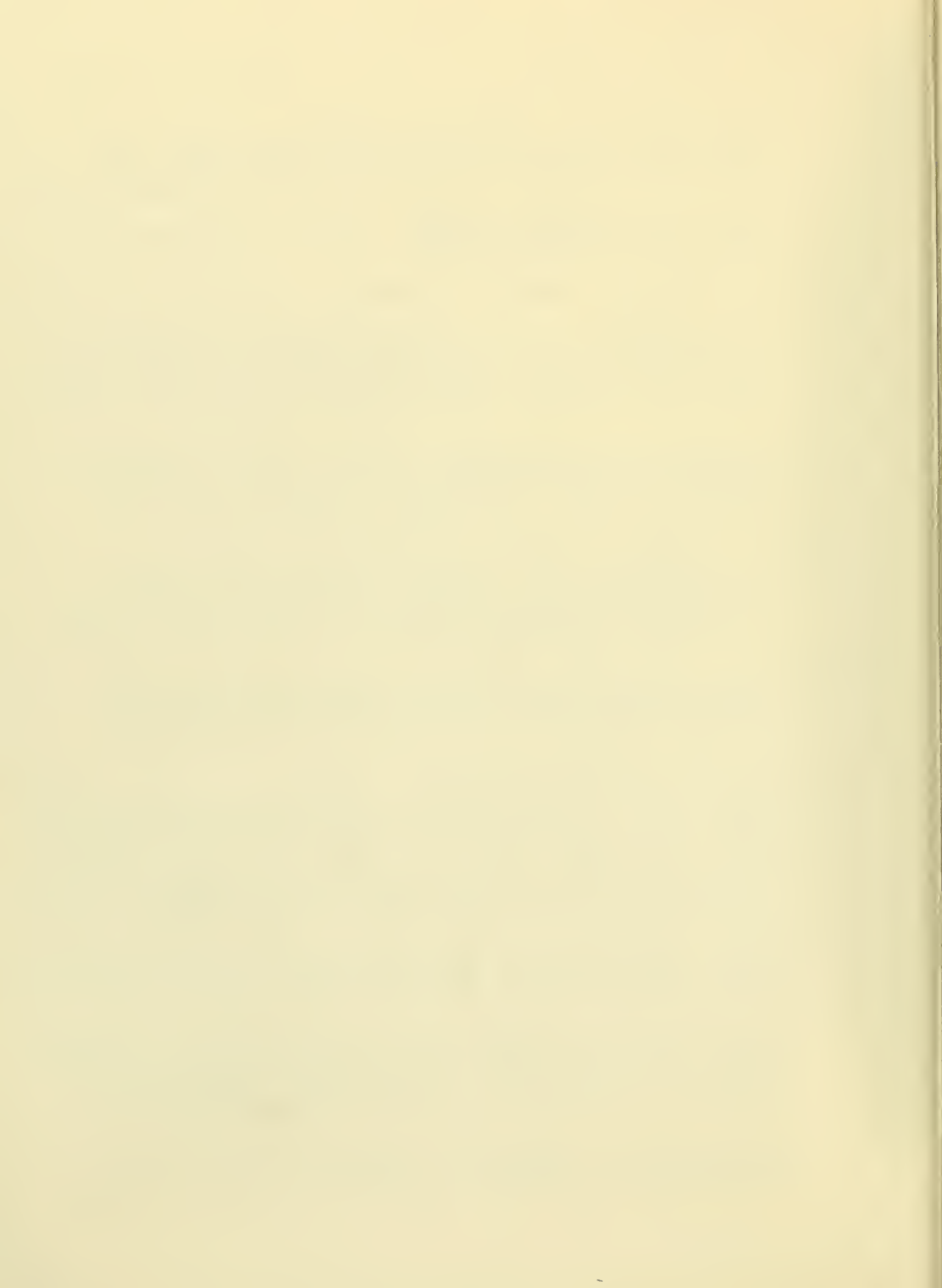
Major programs make up the bulk of functions of the Real Estate Department. Representative work performed for the various departments of the City was as follows:

- A. Department of Public Works: Projects involved acquisition of property for ten street extensions and widenings, such as Clay Street Widening and Fifth Street Extension. It also included seven street vacations, with the vacation of Merchant Street necessary for the construction of the Transamerica Building most publicized. Sewer easements were acquired and several relinquished. Locations were examined for possible sites for a sewer pumping station and to lease for engineering and PACE offices. Procedures and appraisals have been initiated to dispose of fourteen surplus parcels. The cost of real property acquired for street purposes amounted to \$994,125.00. The vacation of streets and easement relinquishments returned \$222,805.00 to the City. One hundred twenty-one Section 312 Loans were approved for the Federally Assisted Code Enforcement (FACE) Program in the total amount of \$3,078,900.00. In addition, thirty-five Section 115 Grants in the amount of \$111,827.00 were submitted and approved.



- B. Parking Authority: Management function in connection with operations of major offstreet parking facilities and preliminary appraisal studies for the Union Street area. Exchange of telephone easements at West Portal Parking site.
- C. Department of Social Services: Negotiate and arrange for leasing of additional quarters.
- D. Tax Collector: Appraise tax delinquent properties.
- E. Fire Department: Appraisal studies to develop possible sites for Engine Co. Nos. 16 and 33 and expansion of Engine Co. No. 3. The Bureau of Equipment property, 840 Octavia Street, was sold to the Redevelopment Agency for \$110,000.00. Sale of the Brazil Street parcel has been initiated.
- F. Department of Public Health: Leases for various clinics and health centers such as Bureau of Alcoholism and for the Methadone program. Appraisal and negotiation involving Condemnation Action at the Hassler Health Home.
- G. City Attorney: Advise in real estate and title matters. Review numerous All-Person suits involving the City. The City was named as defendant in 41 condemnation matters. The Director of Property appeared as witness for the City in the Gunnufsen vs City & County of San Francisco case.
- H. Library Department: Prepare and call for bids to lease Fuhrman Bequest Lands. One new exploration lease was awarded. Arrange lease for neighborhood Library, 2424 San Bruno Avenue.
- I. Recreation and Park Department: Management of Fuhrman Bequest Lands. Six Mini Park sites were acquired at a total cost of \$245,900.00. Investigate Candlestick Park utility right of way, jurisdictional transfer of certain Port Commission air rights, Twin Peaks utility easements, Lake Merced site lease, and initiate sale of surplus Dwight Street property. Continuing study of proposed Maritime Park and Haslett Warehouse.
- J. Courts: Lease space for two Superior Courts in California Hall. Initiate lease of space for Adult Probation Supervision Unit and Portola/Woodside service station site.
- K. Community College District: Leases for adult school locations such as 1452 Market Street for Basic Skill Center. 33 Tenth Street was acquired for the use of Adult Division Office at a cost of \$200,000.00. Investigation of the Fisher Building as a possible school site is being made.
- L. Port Commission: Appraisal of Assessor's Block for possible acquisition for Container Terminal.





- M. Mayor's Office: Appraisals, reports and recommendations and services as required such as supervision of management of Midtown Park. Rent studies, leases for Model Cities Agency and Neighborhood Youth Corps.
- N. San Francisco Unified School District: Arrange leasing of twelve various sites or quarters for special projects and school use. Review Lincoln Building lease requirements and management thereof. Acquisition of property in connection with the expansion of Bayview, Bryant, and LeConte Schools. The cost of real property acquired for Bayview School amounted to \$214,000.00.
- O. Redevelopment Agency: Transfer three tax deeded lots in Western Addition Area A-2 to the Agency.
- P. Board of Supervisors: Appraisal study, report and recommendation on special assignments such as acquisition of Golden Gate Hospital and Golden Gate National Park. Review City Hall space for rearrangement of offices.
- Q. Chief Administrative Officer: Mourse Auditorium study for non-profit corporation ballet use. Review State Legislation.
- R. General: Review and initiate payment of taxes on out of county City-owned properties. Negotiate and arrange for leasing of space for Agricultural Commission, Art Commission, and Finance and Records. Prepare study of Produce Terminal rentals. Report on Capital Improvement Program. Review surplus properties with Housing Authority. Complete jurisdictional transfer of property from Juvenile Court to Department of Public Health.
- S. Airport: Appraisal, recommendation and arranging for land and facility leases. Certain drainage easements were developed with Southern Pacific Co.
- T. Hetch Hetchy: Appraisal, recommendation and negotiations in connection with Condemnation Actions involving transmission lines and highways. Appraisal study to develop a site for a Muni substation.
- U. Municipal Railway: Appraisal study for street and bus facilities site and research of Twin Peaks Tunnel acquisition records.
- V. Water: Appraisal, recommendation and negotiations in connection with Condemnation Actions involving easements, utility easements and miscellaneous county properties. The Public Utilities Commission has declared five properties surplus to their needs and appraisals and studies have been initiated to dispose of these properties. Sixty-one parcels of land in San Mateo County were acquired from the State and the Diamond Street property was sold to the City for \$100,000.



During this fiscal year a greater portion of the Water Department's land management work became the responsibility of the Real Estate Department. A new Senior Right of Way position was created with the agent working full time with the Water Department Agricultural Division.

Also during this fiscal year, Mr. James Graham, the Manager of the Civic Auditorium, retired, and Mr. Edward Walcott was appointed as Manager on a temporary limited tenure basis. A Right of Way Agent has been assigned to aid with work in the Civic Auditorium and Brooks Hall on an emergency basis.

It is important to stress the point that the Real Estate Department's functions are supported in the main on an interdepartmental work order basis. Many problems would be resolved and considerable savings in monies would be achieved if the majority of the staff were placed in budgeted positions. Most departments of the City have no allocated funds from which to pay for services which they require from the Real Estate Department. The delay in allocation of funds creates hardships for many projects.

#### POLICE AND FIRE COMMUNICATIONS AND CONTROL SYSTEMS

During the fiscal year 1970-71, the Department of Electricity provided maintenance and repair of police and fire communications systems and radio communication systems for all City departments; maintenance of all traffic signals, maintenance of parking meters and operation of our Central Fire Alarm Station.

The Department also tested and maintained the City's Air Raid Siren System and the Auxiliary Fire Alarm Systems in 126 public schools; continued the conversion of our outside plant facilities from overhead to underground in accord with the City's Underground District Program, and relocated Department of Electricity facilities as required due to BART construction, freeway construction and redevelopment projects.

In addition to routine maintenance work, special work was performed for various City Departments and private contractors, amounting to \$257,000 over the preceding fiscal year.

Two hundred and five additional parking meters were installed making a total of 14,425 parking meters in service throughout the City. Traffic damage to parking meters amounted to \$11,493, a decrease of \$3,856 from last year. The cost of vandalism to parking meters was \$6,689, an increase of \$27.00 over last year.

A new Police Instantaneous Communications system (PIC) was inaugurated with the completion of Phase I (completion of two Police Districts), which will provide foot patrolmen with instant intercommunications and communication with headquarters. Funds are now available and specifications are being prepared for a complete system of hospital and ambulance communications.

Emergency communications for Disaster operations are being implemented with direct radio communications from San Francisco State Disaster Headquarters.

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PUBLIC HEALTH

The Department of Public Health has made a number of major improvements in facilities and programs during the past year. The office of the Chief Administrative Officer has expended a considerable amount of staff time in coordinating various activities concerned with the construction of the new San Francisco General Hospital Medical Center. The new Service Center at San Francisco General Hospital has gone into operation. The Service Center provides the hospital with a new power plant, a new laundry, a new waste disposal system and a new utility tunnel system. The contract for the main hospital and outpatient complex has been awarded and construction has started.

The Department of Public Health has also been involved, along with the Department of Public Works, in the construction of the five new major Public Health Centers. The last of the five new major Health Centers, Northeast Health Center, has been constructed over the east end of the Broadway Tunnel and was occupied in April 1971. This health center is already fully involved with the Northeast Medical Service Community Health Program which is functioning in part from space in the health center.

This office has assisted in the development of chronic alcoholism and drug abuse programs. San Francisco General Hospital has opened a twenty-bed alcoholic detoxification unit and has plans ready for the opening of a twelve-bed drug detoxification unit. In addition, San Francisco General Hospital has established its own psychiatric service.

In June a pilot program for the treatment of chronic alcoholics was established in which a number of City and County departments participated. The chronic alcoholics involved in this program are those who have been arrested ten times or more a year for public drunkenness. In cooperation with the Police Department and the courts, a number of these individuals instead of being arrested and sentenced by the courts are turned over to the Department of Public Health where they receive treatment in the facilities for alcoholics at San Francisco General Hospital, Laguna Honda Hospital and Hassler Hospital.

The Community Mental Health Program has expanded its drug abuse program and has opened a new facility at 1195 Bush Street. Plans have been made for a substantial increase in the number of patients served by the methadone maintenance program. The improved Community Mental Health Services has decreased the necessity of sending mentally ill patients out of town to State hospitals for inpatient care. The number of San Francisco residents receiving care in State hospitals is continuously being reduced.

The consulting firm of Touche Ross & Company was engaged in April 1969 to make a management study of San Francisco General Hospital and to recommend and implement modern management methods. As a result of this study, a number of steps are being taken to modernize the management of San Francisco General Hospital.





FINANCE AND RECORDS

In the Department of Finance and Records, during fiscal year 1970-71, an insufficient number of budgeted personnel created problems in the offices of County Clerk, Recorder, Records Center and Tax Collector. The problem was further intensified by expansion of work activities in the County Clerk's Office, and in the Tax Collector's Office; both expanded work activities and lack of proper work space complicated the problem. The Records Center needs additional personnel and a small vehicle to transport records.

Inadequate work space likewise constitutes a major problem for both the Department of Agriculture and Department of Weights and Measures. Agriculture has been asked to vacate its presently occupied city-owned premises. Weights and Measures needs suitable operating quarters away from the Civic Center area. We are without the services of a regular Sealer. Our proposal to consolidate the duties of the Sealer and Agricultural Commissioner, and designate the present Commissioner to serve in the consolidated position, remains tabled in a committee of the Board of Supervisors.

CORONER

The Coroner's office experienced an overall increase over the previous year of 56 cases requiring full investigation and autopsy:

	<u>1969-70</u>	<u>1970-71</u>
Cases requiring Autopsy - -	2517	2573

A particular difficulty faced by the Coroner is the continuing rise in the number of deaths due to drug overdose, as illustrated by the following comparison of heroin deaths for the past seven years:

<u>1964-65</u>	<u>1965-66</u>	<u>1966-67</u>	<u>1967-68</u>	<u>1968-69</u>	<u>1969-70</u>	<u>1970-71</u>
4	8	7	13	18	47	63

The intensity and depth of investigative effort demanded by drug abuse death cases results in a markedly increased workload for the staff.

The Coroner and staff continue to cooperate closely with the various law enforcement, public health and administrative governmental agencies to provide timely and effective services, and to maintain a high level of professional competence in performing assigned functions.

CAPITAL IMPROVEMENT ADVISORY COMMITTEE

The Capital Improvement Advisory Committee performs its functions under the provisions of Sections 3.95 through 3.98 of the Administrative Code (Ordinance No. 122-62, as amended, Ordinance No. 62-66, 139-66 and 164-70). The Committee, with the County Executive Officer as Chairman, performed its annual review of the County's needs for Capital



Improvement, Replacement and Reconstruction, and Maintenance and Repair for the budget year 1971-72, and recommended priorities for these items in its report to the Mayor and the Board of Supervisors dated March 15, 1971. The Committee then prepared and issued its fourth "Recommended Six-Year Capital Improvement Program" in June 1971, including a recommended priority listing of proposed bond issues with a schedule of years in which the bond issues could be submitted.

In addition to its continuing review of capital improvement projects, nonprofit corporation proposals, and other capital improvement-related items, the Committee reviewed and recommended to the Board of Supervisors a number of proposed bond issues to be submitted to the electorate in November 1971. Noteworthy among the many projects and proposals reviewed by the Committee during the year were the following items:

- Municipal Railway Transit Improvement Program
- Yerba Buena Convention and Sports Center
- Candlestick Park Improvements
- S.F. Port - LASH Terminal Proposal
- Social Services Facilities and Uptown Parking
- Garage Nonprofit Corporations
- S.F. Airport Improvement Program
- S.F. Water Pollution Control Program

#### CENTRAL SAFETY COMMITTEE

The Central Safety Committee finished its tenth year of operation. The San Francisco Chapter of the National Safety Council is employed under contract to provide safety engineering consulting services. The Committee meets monthly to review safety programs being conducted in City departments through the guidance of the Committee and Consultants.

During the year, safety training for supervisory personnel was continued in the City institutions, and the driver training program was expanded and continued. Additional safety inspection and education programs were carried out by the consultants in various City departments.

#### LEGISLATIVE ANALYSIS

All bills introduced in the State Legislature pertaining to the Departments of the Chief Administrative Officer, were reviewed. Recommendations on all bills of importance within the scope of this office were made to San Francisco's Committee on State Legislation, of which the Chief Administrative Officer is a member. When required, the Chief Administrative Officer and his representatives attended meetings of Committees of the State Legislature in Sacramento to assist in presenting San Francisco's position regarding pending legislation.



PUBLICITY AND ADVERTISING FUND

The administration of the Publicity and Advertising Fund by the Chief Administrative Officer required the office to participate in the planning of a number of special events. Funds were made available to many civic organizations and citizens' committees. The office arranged for San Francisco's exhibit at the State Fair in Sacramento. Arrangements were made by this office for an exhibit at the San Mateo County Fair. Arrangements for San Francisco's float in the Pasadena Tournament of Roses Parade were handled by this office.

The Hotel Room Tax provides revenues to support the Publicity and Advertising Fund, and the Yerba Buena Convention Center-Sports Arena. Effective January 1, 1971, the tax was increased from five to five and one-half percent, with the additional one-half percent designated for improvement and expansion of the Candlestick Park Recreation Center.

The following amounts of revenue were received during 1970-71, with allocations to funds as indicated:

Publicity and Advertising Fund	\$ 2,021,452
Administrative Costs	37,675
Reserve - Yerba Buena Center	1,562,401
Reserve - Candlestick Park	93,956
*Return to General Fund (Unappropriated Surplus)	284,475
Total Hotel Tax Revenues	\$ 3,999,959

\*This amount remained unexpended and unappropriated from the percentage allocated to Publicity and Advertising, and is returned to the General Fund to reduce the critical property tax burden.

REGIONAL SERVICE COMMITTEE

The Regional Service Committee, of which the Chief Administrative Officer is Chairman, has met quarterly. This Committee has an active program to maintain and improve San Francisco's relations with the surrounding territory, especially the rural and agricultural areas. This Committee worked closely with the Public Utilities Commission to assist with public relations in the out of town areas where the Public Utilities Commission operates. The Regional Service Committee has hosted a number of groups during the past year including the North Coast Counties Association of California Supervisors Association and several meetings with City and County officials from our neighboring Bay Area Communities. The attendance at the Regional Service Committee were increased in order to more fully promote better relations with the people in the Bay Area and to share common problems.

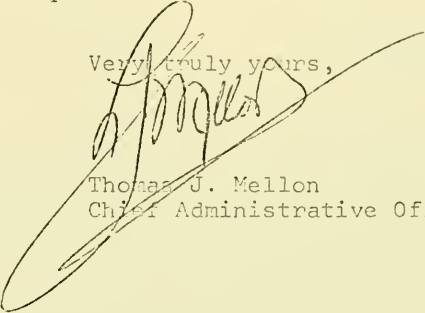


September 17, 1971

Annual Reports from the Departments under the Chief Administrative Officer will be forwarded to you. Detailed information concerning a number of matters mentioned here will be found in these reports, as well as the details of the programs administered by the Departments in accordance with your letter of September 1, 1971.

This office wishes to express its sincere appreciation to you and the members of the Board of Supervisors for the consideration which has been given to our requests and recommendations.

Very truly yours,



Thomas J. Mellon  
Chief Administrative Officer





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1971-72



OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

THOMAS J. MELLON  
CHIEF ADMINISTRATIVE OFFICER

September 7, 1972

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102

ANNUAL REPORT 1971-72

DOCUMENTS

JUN 11 1974

SAN FRANCISCO  
PUBLIC LIBRARYHonorable Joseph L. Alioto, Mayor  
200 City Hall  
San Francisco 94102

Dear Mayor Alioto:

The Chief Administrative Officer has continuing responsibility for the direction and coordination of departments under his jurisdiction. The Chief Administrative Officer also serves as an ex-officio member of the Board of Supervisors, he is the County Road Commissioner, and is the Chairman of the Tax Board of Review, the Refuse Collection and Disposal Rate Board, the Central Safety Committee, the Capital Improvement Advisory Committee, and the Regional Service Committee. He is also a member of various other active government committees. He is a member of the City Planning Commission, and the Executive Committee of the Association of Bay Area Governments. He has been elected to the Board of Directors of the League of California Cities, and is the Manager of the Surplus Property Authority. An increasing amount of time has had to be given by the Chief Administrative Officer to his responsibilities as a member of the Board of Directors of the Economic Opportunity Council and as Chairman of the Manpower Committee of the EOC.

Throughout the fiscal year, the Chief Administrative Officer served as Chairman of the City government Management Committee designated to expedite the preparation of an employee relations ordinance in implementation of the Meyers-Milius-Brown Act. The Committee is continuing its efforts to resolve differing views among the various employee organizations concerning the Committee's proposed draft ordinance. A final draft of the proposed legislation was submitted to the Board of Supervisors and has been under consideration since July 1971.

The Chief Administrative Officer assisted in the preparation, presentation and support of a bond issue in the election of June 6, 1972. The issue was to provide \$5,060,000 for our municipal street and parkway lighting program. The program is considered to be vitally necessary for the City's future in terms of public safety and environmental improvement. This issue was approved by the voters by the necessary two-thirds majority. This office was also involved



in the four bond issues submitted in the election of November 1971. Two were successful: Fire Department Improvements \$8,491,000, and Port Improvement Bonds \$34,000,000. Two were unsuccessful: School District Bonds, \$56,180,000 and Hall of Justice Improvements, \$3,850,000.

This office participated in the detailed planning and preparation of bond issues to be submitted to the voters at the November 7, 1972 election, including:

Sewer Bond Issue - \$25,000,000

Water System Improvements Bond Issue - \$39,000,000

During this fiscal year, the planning effort for the proposed Yerba Buena Center Redevelopment Project received increasing attention. The Chief Administrative Officer was given the responsibility for the development of all the public facilities in this project. The size, complexity and problems in this important undertaking have required a great deal of the Chief Administrative Officer's time since July of 1971. Numerous conferences and meetings were conducted in conjunction with the San Francisco Redevelopment Agency, and the various City departments and offices involved, to assist in expediting the planning, financing and construction work required by this major renewal project.

The Chief Administrative Officer and the Departments under his jurisdiction have continued to work in cooperation with the Redevelopment Agency in the carrying forward of the various other Redevelopment Projects in the Western Addition, Diamond Heights, Golden Gateway, Hunters Point-Bayview, Butchertown and South of Market areas. Similarly, close cooperation and coordination of effort are being achieved in connection with the City's two Model Neighborhood programs in the Mission and Hunters Point-Bayview Districts.

The Chief Administrative Officer is serving as the Project Director for the recently approved Federal Department of H.E.W. grant project to provide a Coordinating Council to assist the Board of Supervisors' Study Committee on Operation of San Francisco General Hospital. This office is providing administrative and technical support supplementing the Council's staff and facilities in carrying forward its work to review the Hospital's ability to meet community health needs.

Operations Analysis Program. A new and important program was instituted with the assistance of a Federal grant awarded under the Intergovernmental Personnel Act. Operations analysis is a program aimed at developing and training selected City employees to review and improve City operations and to develop staffing and budgeting data in departments under the Chief Administrative Officer. Six selected employees began a six months training program in June 1972.



The results thus far are quite promising, indicating that substantial savings and methods improvements can be made in our operating departments.

#### PUBLIC WORKS

Freeway Construction - Southern Embarcadero Freeway. Construction of a one-half mile stretch of Interstate Route 280 between 6th and 3rd Streets is now about one-third complete. The \$9,700,000 project extends the eight-lane freeway on a viaduct from the newly completed 18th to 6th Street portion to 3rd Street near the Southern Pacific depot. It is being constructed above railroad property, requiring the relocation of some tracks and several buildings. As with the 18th to 6th Streets section, a ramp will connect to street level at 4th Street. Guy F. Atkinson is the contractor for this work, which is expected to be finished and open to the public by the summer of 1973.

Work began in April 1972 on a highway landscaping project along the newly completed 18th to 6th Street section of the freeway, opened to traffic last summer. Planting will consist of 95 trees [mostly Indian Laurel Fig, Bronze Loquat and Pittosporum], 602 Raphiolepis as shrubbery, and 29,700 Hayn's Ivy plants to serve as ground cover. An automatic irrigation system will also be installed. Work on the \$41,700 contract is being done by the TMT Co., with a completion date tentatively set for November 1972.

To complete the connection of Interstate 280 to the Bay Bridge, two more projects are in the design stage - one from Third to Harrison Street, a \$21 million project tentatively scheduled for funding in three fiscal years, starting in 1973-74, and a second from Harrison to the Route 480 Bay Bridge connection. The latter is estimated at \$8 million to be funded in 1974-75 and 1975-76 budgets. These dates and cost estimates are subject to change pending availability of funds and possible changes in priorities of scheduling.

Southern Freeway - Nearing completion is the major widening project along a nearly 4 1/2 mile stretch of Interstate Route 280 between north city limits of Daly City and the interchange with Route 101. The \$2.4 million construction project will improve this section to an 8-lane freeway with 12-foot lanes and full-width shoulders. Structures included in the widening are undercrossings at Lyell Street and Alemany Boulevard, as well as the San Jose-Sickles Avenue separation. Lowrie Paving Company is the construction contractor on the project which is expected to be completed this summer.

James Lick Freeway - Installation of newly designed breakaway light standards, which readily yield on impact, was recently completed at various locations along this Route in San Francisco from Bacon Street to Mariposa Street.





Construction of the Candlestick Point Interchange on Route 101 at the San Francisco-San Mateo County line is virtually completed. This interchange will provide access to and from Candlestick Park for north and southbound motorists and remove scavenger trucks from local streets by providing direct access to the refuse transfer station.

On May 10, bids were opened for a pavement grooving project on Route 101 from Army Street to 16th Street. Grooved pavement tends to reduce skidding during wet weather by providing greater traction between the pavement and vehicle tires. Approximately \$55,000 was allotted to the project.

A project to revise five overhead signs in San Francisco and San Mateo Counties is also under consideration. The one sign presently planned for San Francisco will be on the southbound lanes of Route 101, a quarter of a mile south of Army Street and will direct traffic for the Route 101/280 Interchange. It will be a bridge-type sign and replace the existing cantilever type one.

On April 14, a \$72,000 contract was awarded to J. F. Shea Co. to install a median barrier on Route 101 [Central Viaduct Freeway] between its junction with Interstate 80 and South Van Ness Avenue, a distance of about half a mile. The job, which required about three months to complete, will prevent out-of-control vehicles from crossing into opposing lanes of traffic.

Bids were opened on June 28 for a project to modify the Route 101 and 280 Interchange in San Francisco to make it more earthquake resistant. This will be the first of two projects at this interchange. The modification consists of tying together the concrete slabs that serve as the bridge deck at the structure hinges by means of cable assemblies. The method will permit normal thermal expansion and contraction, however, it is designed to keep the structure from failing during severe earthquakes. The California Highway Commission has allocated \$65,000 for this project. The second project, which is expected to cost \$240,000, is currently scheduled for 1973. Plans, however, are being prepared for an earlier advertising should the funds become available.

Route 80 - Bay Bridge Approach - Currently under design is a project to improve Route 80 in San Francisco between Route 101, the Central Freeway, and the San Francisco-Oakland Bay Bridge. The proposed work, which will include construction of an additional lane and shoulders in the eastbound direction, will improve highway safety on the facility by reducing the number of lane changes, weaves, and merges. It will also provide an area for disabled vehicles to pull off the traveled way. The project, which is expected to cost around \$6 million, is currently scheduled for construction during fiscal year 1974-75.



Route 480 - Golden Gate Corridor. A small but important bridge rail project for Route 480, the freeway leading from the Golden Gate Bridge toward the Marina, was completed in February by Rosendin Electric, Inc. For southbound lanes, the sight distance has been improved at the Park Presidio Boulevard Separation where an on-ramp enters the freeway. Part of the concrete wall was removed and 120 feet of tubular bridge rail installed at a cost of approximately \$15,000. This is an interim safety project to reduce accidents pending a more permanent solution in the near future.

A major project to improve the Richardson Avenue-Doyle Drive approach to the Golden Gate Bridge is now in design. It is tentatively scheduled for 1976 financing. Plans will be ready for earlier advertising should funds become available. Currently estimated to cost approximately \$9 million for construction, the project will provide four 12-foot wide lanes on either side of a concrete median barrier. The barrier will be of the "New Jersey" type with slanted sides that can bring errant cars back into their own lanes with little or no damage. Work on design plans and right-of-way is being accelerated to have the project ready as soon as funds become available.

These plans are in line with a report issued in February, 1971, by the National Transportation Safety Board which urged that this project be expedited. In addition, that report requested full cooperation of the Army, the City of San Francisco and the Golden Gate Bridge and Transportation District. The Division of Highways is working closely with all concerned agencies to have the project ready for construction as soon as possible.

#### Solid Waste Disposal -

Hauling of solid waste from San Francisco to Mountain View is now in its second year of operation. By the end of the Fiscal year, June 30, 1972, San Francisco has hauled approximately 650,000 tons of waste, all of which had to be carefully placed in a sanitary landfill in order that the area may be developed into a regional park. In fact, much of the filled and covered areas are now ready to receive top soil and landscaping. Within these areas, several lakes have been created. The sparkling clean waters in the lakes have been pumped from the grounds nearby.

The present agreement has about another 3 1/2 years of its five year term remaining. Because of the tremendous financial advantage to the rate-payers in terms of a relatively low waste disposal cost, and since there is really no practical alternative disposal method available to us, the City is now in the process of negotiating for a 4 or 5 year extension to the present disposal agreement.



FACE Program -

As of June 30, 1972, five years of rehabilitation work had been completed or was still underway in the seven FACE areas under the auspices of the City's Federally Assisted Code Enforcement [FACE] Program, which is administered by the Division of Property Conservation. The project costs [dollar figures rounded], excluding Public Improvements and Real Estate Acquisition, for the program since 1967 total \$5,103,200, or \$1100 per structure [\$490 per dwelling unit]. Work in place for Public Improvements has amounted to in excess of \$1 million [excluding overhead costs] and \$96,500 expended for land acquisition. In addition, there were 832 Sec. 312 loans approved, amounting to \$9,958,000 [\$11,850/loan], and 307 grants, totalling \$709,000 [\$2,310/grant].

The Public Improvement projects cover such items as street widening and resurfacing, sidewalk, curbs and gutters reconstruction, traffic lights installation, and planting of street trees.

With respect to the initial four FACE Areas ([01] Arguello Park, [02] Buena Vista Heights, [03] Glen Park and [04] Great Highway), the program essentially was completed in October 1970 with 92% of the buildings certified to be in compliance. The remaining 248 buildings [8%] were undergoing either code compliance rehabilitation or were in litigation. As of June 30, 1972, 126 buildings [4% of total] were still active and, of these, 74 [almost 2.5% of total] were in litigation.

In areas 5-7 ([05] Alamo Square, [06] Bernal Heights and [07] Duboce Triangle), 572 [over 35% of total in Areas 5-7] have been certified to be in compliance as of June 30, 1972. Of the remainder [1102], almost 14% are in litigation, with the others in various stages of completion. The current contract [6th Amendatory] with the U.S. Department of Housing and Urban Development [HUD] terminates March 7, 1973 and the proposed 7th Amendatory [being processed] requests HUD to extend the program to June 30, 1973. Due to such factors as Sec. 312 loan funds not being available since April 1972 and for several weeks in February and March 1972, [and it is not known when additional loan funds will be released], it is not considered that 95% of the buildings [a HUD requirement], excluding those in litigation, will be in compliance earlier than June 30, 1973. In addition, there are indications that if and when the additional loan funds are released, less than 50% of the projected loan fund requests will be able to be satisfied.

Included in the FACE budget also are funds for the relocation of families and individuals due to rehabilitation requirements and/or rental increases. However, as of June 30, 1972, Central Relocation Services reports only 83 families and 68 individuals have been relocated, almost entirely due to rehabilitation and not rent increases. In regard to the latter, a rental survey conducted by the Department of City Planning in the original four FACE areas revealed that FACE did not cause significant rental increases but,



through the subsidized loan program, may have contributed to keeping rents down. Rent increases in all of these FACE areas, except for Buena Vista Heights, were below the City-wide average and the increases were caused primarily by property tax increases. The study also found that improvement spending was a secondary factor and appeared to have been influenced more by the rental market than by code requirements.

Two new applications for Code Enforcement grants were submitted to HUD in December 1970 which, if approved, would have continued the FACE program over a three year period in areas designated as Upper Ashbury and Inner Richmond. It was estimated that of the 2656 buildings in both areas [1461 in Upper Ashbury and 1195 in Inner Richmond], 2370 [89%] were in code violation, with 20 to be demolished. A total of 23 families and 229 individuals were projected to be relocated.

#### PURCHASING

The Purchasing Department, during the fiscal year 1971-72, expended \$25,427,978 through Purchase Orders, \$37,860,397 through Encumbrance Requests and in excess of \$3,355,120 through Contract Certifications for a total volume of over \$66,643,495. Having absorbed the procurement functions of the Port Commission the previous year, the department took on further duties and responsibilities with the addition of the purchasing function for the newly formed San Francisco Community College District.

The Coding Division has steadily upgraded its system by coding hundreds of additional items. Its methods and procedures have been closely studied by industrial organizations and the system in its entirety has been adopted by the City Purchasing Departments of Sacramento and the Sacramento County Purchasing Department.

Reproduction Bureau's total interdepartment charges in 1971-72 were almost exactly equal to 1970-71. The purchase of a large offset press in the fall of 1971 resulted in much faster production of long run jobs, a cut in the unit prices and the production of many more forms than in the past. Job completion time has been cut so that 75% of the jobs are done within two days.

The Bureau of Central Shops' prime responsibility is the maintenance, repair and service of 2,486 units of City owned automotive equipment valued at \$7,250,000. This fiscal year saw 1,040 jobs completed on Fire Apparatus - 1,865 jobs completed on various trucks and motorized equipment, 3,720 jobs finished on automobiles and light trucks; all at the Quint Street facility. The Army Street station logged 2,856 various jobs and services. The Recreation and Park Shop, 1,386; and the Hall of Justice Station, 14,645. Along with these items of maintenance, a total of 1,261,047 gallons of gasoline were dispensed from five fueling areas under the direction of the Central Shops. Additionally, the Bureau maintains and repairs mechanical equipment in school buildings, sewage plants and public buildings. Seven hundred thirty nine major projects were completed





in this area by the machine shop staff.

It should be noted that the Central Shops are hard pressed to keep up with the volume of work required on automotive equipment and at the same time operate within limited and fixed appropriations. This situation is yearly becoming more acute due to a lack of a systematic and reasonable equipment replacement program.

The Bureau of Stores and Equipment staffs City's major store-rooms, maintains inventory control of City-owned equipment, sells surplus personal property, and transfers used City property between departments. Surplus sales amounted to \$67,930.

Frank Conway, Purchaser of Supplies, retired after 38 years of excellent service. Joseph Gavin, Assistant Director of Purchasing, was appointed to succeed him in July 1, 1972.

#### REAL ESTATE

The Real Estate Department provides a variety of property management and related services for all City departments, property appraisals and negotiating acquisitions of property for street widenings and extensions, parks; special study and appraisal projects; disposal of surplus property; jurisdictional transfers; management of City owned facilities, advice pertaining to real estate matters; loan and finance service to Federal programs; and maintenance of property records pertaining to City, School, and Community College districts.

Major programs continue to occupy the work of the department. Property Management functions were performed to handle City property rentals, management of parking facilities, management of the Civic Auditorium and Brooks Hall. Real Estate services were provided for the Department of Public Works, Parking Authority, Department of Social Services, Tax Collector, Fire Department, Department of Public Health, City Attorney, Library Department, Recreation and Park Department, Courts, Community College District, Port Commission, Mayor's Office, San Francisco Unified School District, Redevelopment Agency, Board of Supervisors, Chief Administrative Officer, Airport, Hetch Hetchy and Water Departments, and the Municipal Railway.

Because the functions of this department are mainly supported by interdepartmental work orders, funds are not always available for timely completion of projects. It is believed that many problems of delays could be resolved and considerable savings achieved if the staff were placed in budgeted positions.

#### DEPARTMENT OF ELECTRICITY

During the fiscal year 1971-72, the Department of Electricity provided maintenance and repair of police and fire communications systems and radio communication systems for all city departments; maintenance of all traffic signals, maintenance of parking meters and operation of our Central Fire Alarm Station.



The Department also tested and maintained the City's Air Raid Siren System and the Auxiliary Fire Alarm Systems in 126 public schools; continued the conversion of our outside plant facilities from overhead to underground in accord with the City's Underground District Program, and relocated Department of Electricity facilities as required due to BART construction, freeway construction and redevelopment projects.

In addition to routine maintenance work, special work was performed for various City Departments and private contractors, amounting to \$599,486, an increase of \$77,422 over the preceding fiscal year.

Fifteen hundred additional parking meters were authorized by the Board of Supervisors for installation. This will bring the total number of parking meters to 15,635 by December 31, 1972. Traffic damage to parking meters amounted to \$11,096, a decrease of \$397 from last year. The cost of vandalism to parking meters was \$6,952, a decrease of \$1,737 from last year.

A major portion of the new Police Instantaneous Communications System [PIC] was made operational. Modification to plans and specifications were required in order to include a system of telemetering for transmitting bio-medical information from ambulance to hospital as a part of a complete radio system of hospital and ambulance communications.

Emergency planning and communications for Disaster operations are being further improved in consultation with the Office of Emergency Services.

#### DEPARTMENT OF PUBLIC HEALTH

During the past fiscal year continued efforts were made to mold the three major division of the Health Department into a smooth functioning health services agency which would provide better medical care and public health services to the community as a whole.

San Francisco General Hospital was made more responsive to community needs by expanding the treatment of patients with drug overdoses, through utilization of the pulmonary intensive care, medical intensive care, coronary intensive care, general medical wards, and the drug detoxification units. Thus the number of patients treated for problems related to drug overdoses were expanded beyond the capacity of the twelve bed unit which opened last year for this purpose. The drug detoxification unit itself was used more to detoxify young addicts and others for whom long-term methadone maintenance was neither desired or indicated. Approximately thirty-five patients a month pass through the ward in this acute detoxification effort.

The services of the toxicology laboratory, located between the drug detoxification and the alcoholic detoxification units, has been expanded, and services will soon be extended into the evening hours.



The relationship of the community to free-standing neighborhood clinics as Mission Neighborhood Health Center, Northeast Medical Services, Bayview Hunters-Point Health Center, the Canon Kip Health Center, and Potrero Hill has been improved with increased back-up services for patients residing in these areas. Through the utilization of a special OEO grant a free-standing clinic for the South of Market area has been developed at Canon Kip, with the full diagnostic and treatment services back-up of the General Hospital. The actual patient care services throughout San Francisco will be markedly increased through this chain of free-standing clinics which are community operated and community controlled, but which have the support of diagnostic and treatment services of the General Hospital behind them. Thus, the newly initiated training program for the family practitioner and family medicine at the General Hospital will become more active in assisting patients in the community, and in training family practice specialists who will be more actively concerned with family medicine and family problems.

The hospital has been reviewed by accreditation teams from the Joint Commission on Accreditation of Hospitals, the California Medical Association, and the State Department of Health. Although verbal communication from all three agencies noted a marked improvement in the hospital during the past year, these have not been confirmed in writing as of this date. The improvements in housekeeping, safety, patient services and care are the result of an increased effort by members of the staff.

Laguna Honda Hospital, the chronic disease arm of the Health Department, continues to provide unexcelled services and to serve as a model for other communities in Northern California. This hospital has been inspected by the various inspection agencies, and has received letters of accreditation and licensing.

Hassler Hospital, a chronic disease facility of the Department of Public Health, in San Mateo County, was fully approved by the Joint Commission on Accreditation of Hospitals for the care of the chronically ill. The facility has had an outstanding record of patient services since it opened in 1927. However, it was found necessary to close the facility during the past fiscal year, in the interests of consolidating chronic care at Laguna Honda Hospital, so that the patients would be better served.

The Emergency Hospitals continue to provide unexcelled emergency ambulance services and transportation of the critically ill and injured to definitive medical care. It is expected that the service will have its own radio band in the immediate future, which will include cardiac monitoring through radio telemetry. New ambulances with defibrillators and monitoring equipment have been ordered, and will be available before the end of this fiscal year.

Community Mental Health Services have expanded rapidly during the past two years, but during the past fiscal year the most marked revision in planning has occurred. A new County Plan has been developed that will provide comprehensive mental health services to all citizens of San Francisco through the five mental health



district centers. There will be a marked decrease in the number of patients hospitalized in State Hospitals, with a good portion of the funds thus saved being turned over by the State to the County for expansion of local services.

Recently the Drug Abuse Prevention and Treatment Division of Community Mental Health Services was awarded a 1.8 million dollar a year grant from the National Institute of Mental Health annually for eight years through June 30, 1981. In addition, \$438,000 annually is being received from OEO for the use of long-term methadone maintenance for addicts, with an additional \$438,000 being available as soon as 300 addicts have been placed under treatment. Discussions are being held with officials in Washington to develop some type of program for heroin addicts that will act as an alternative to arrest and incarceration. Currently, the Health Department is negotiating a grant through the Alternatives to Street Crime, under the Safe Streets Act.

There has been an expansion of immunization and well baby programs in the areas of greatest need, with a decrease in other areas of the City. Tuberculosis continues to be a major health problem in San Francisco, and there has been an increase of approximately 15% of new cases. Twenty-five percent of the new cases among adults and 90% of the positive tuberculin reactors found among school children are among the new to San Francisco.

Veneral Disease continues to be a major health problem, and it has reached almost epidemic proportions among the younger population in the age group 18-35. Continued efforts in education and prevention must be maintained.

#### FINANCE AND RECORDS

This department is comprised for the most part of county offices, grouped together under one administrative head, the Director of Finance and Records. The offices are Registrar of Voters, County Clerk, Recorder, Tax Collector, Public Administrator, Agriculture, Farmers' Market, Weights and Measures, and Records Center.

During 1971-72 services were somewhat impaired through budget cutbacks affecting personnel, materials, supplies, and equipment. Noteworthy accomplishments during 1971-72 included modernizing the Tax Collector's office and completion of plans to have a truly alphabetical Recorder's Index produced in conjunction with the Controller's EDP. Also during the last fiscal year an ordinance was passed consolidating the positions of Agricultural Commissioner and Sealer of Weights and Measures, making possible the consolidation of both offices at one facility outside of City Hall.





CORONER

The Coroner and staff continue to cooperate closely with the various law enforcement, public health and administrative governmental agencies to provide timely and effective services, and to maintain a high level of professional competence in performing assigned functions.

The Coroner's office has been selected and recognized by the Mayor's Criminal Justice Council for Federal funds to expand the toxicology department. Equipment continues to be a major problem as most of the department's equipment is old and needs to be replaced.

A significant trend over the past few years has been a steady lowering of the average age of heroin deaths. The average age of death this year was 28, last year 34, and two years ago, 38. There has also been a steady increase in the number of female overdose victims - during 1969-70 approximately 20% of all victims were female; during 1971-72, the ratio increased to about 50% female.

CALIFORNIA ACADEMY OF SCIENCES

The California Academy of Sciences is San Francisco's most popular cultural attraction and the most used museum-aquarium in the Western United States. Last fiscal year, 1,312,198 persons visited the Academy. Of this number 751,748 were paid admissions and 560,450 were free admissions.

Under the Work-Study programs, the Academy provided jobs to 48 students from various collegiate schools in the area. For the past four years the Academy has participated in the Mayor's Neighborhood Youth Corps program and provided summer jobs for 25 high school and junior high school students from the Chinatown-North Beach Area Youth Council.

To meet the increasing needs of the public and the academic community, friends and corporate benefactors are urging the Academy to render even more cultural and scientific services.

CAPITAL IMPROVEMENT ADVISORY COMMITTEE

The Capital Improvement Advisory Committee functions under the provisions of Sections 3.05 through 3.014, of the Administrative Code [Ordinance No. 122-62, as amended by Ordinance No. 62-66, 139-66 and 164-70]. The Committee, with the Chief Administrative Officer as Chairman, performed the annual review of requests for funds for Capital Improvement, Replacement and Reconstruction, and Maintenance and Repair for the budget year 1972-73, and recommended priorities for these items in its report to the Mayor and the Board of Supervisors dated March 15, 1972. The Committee then prepared and issued its fourth "Recommended Six-Year Capital Improvement Program" in June 1972, including a recommended priority listing of proposed bond issues with a schedule of years in which the bond issues could be submitted.



In addition to its continuing review of capital improvement projects, nonprofit corporation proposals, and other capital-improvement related items, the Committee reviewed and recommended to the Board of Supervisors a number of proposed bond issues to be submitted to the electorate in November 1972.

#### CENTRAL SAFETY COMMITTEE

The Central Safety Committee finished its 11th year of operation. The San Francisco Chapter of the National Safety Council is employed under contract to provide safety engineering consulting services. The Committee meets monthly to review safety programs being conducted in City Departments through the guidance of the Committee and Consultants.

During the year, safety training for supervisory personnel was continued in the City institutions, and the driver training program was expanded and continued. Additional safety inspection and education programs were carried out by the consultants in various City Departments.

#### LEGISLATIVE ANALYSIS

All bills introduced in the State Legislature pertaining to the Departments of the Chief Administrative Officer, were reviewed. Recommendations on all bills of importance within the scope of this office were made to San Francisco's Committee on State Legislation, of which the Chief Administrative Officer is a member. When required, the Chief Administrative Officer and his representatives attended meetings of Committees of the State Legislature in Sacramento to assist in presenting San Francisco's position regarding pending legislation.

#### PUBLICITY AND ADVERTISING FUND

The administration of the Publicity and Advertising Fund by the Chief Administrative Officer required the office to participate in the planning of a number of special events. Funds were made available to many civic organizations and citizen's committees. The office arranged for San Francisco's exhibit at the State Fair in Sacramento. Arrangements were made by this office for an exhibit at the San Mateo County Fair. Arrangements for San Francisco's float in the Pasadena Tournament of Roses Parade were handled by this office.

The Hotel Room Tax provides revenue to support the Publicity and Advertising Fund, and the Yerba Buena Convention Center-Sports Area. The following amounts of revenue were received during 1971-72, with allocations to funds as indicated:

Publicity and Advertising Fund	\$2,097,450
Administrative Costs	43,397
Yerba Buena Center	1,598,404
Candlestick Park	434,463
*Return to General Fund [Unappropriated Surplus]	253,218
	<u>\$4,431,932</u>

\*This amount remained unexpended and unappropriated from the percentage allocated to Publicity and Advertising, and is returned to the General Fund to reduce the critical property tax burden.



September 7, 1972

REGIONAL SERVICE COMMITTEE

The Regional Service Committee, of which the Chief Administrative Officer is Chairman, has met quarterly. This Committee has an active program to maintain and improve San Francisco relations with the surrounding territory, especially the rural and agricultural areas. This Committee worked closely with the Public Utilities Commission to assist with public relations in the out of town areas where the Public Utilities Commission operates. The Regional Service Committee has hosted a number of groups during the past year including the North Coast Counties Association of the California Supervisors Association and several meetings with City and County officials from our neighboring Bay Area Communities. The activities of the Regional Service Committee were increased in order to more effectively promote better relations with the people in the Bay Area with whom we share common problems.

Annual Reports from the Departments under the Chief Administrative Officer will be forwarded to you. Detailed information concerning a number of matters mentioned here will be found in these reports, as well as the details of the programs administered by the Departments in accordance with your letter of August 25, 1972.

This office wishes to express its sincere appreciation to you and the members of the Board of Supervisors for the consideration which has been given to our requests and recommendations.

Very truly yours,

Chief Administrative Officer





OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

THOMAS J. MELLON  
CHIEF ADMINISTRATIVE OFFICER

October 14, 1973

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102

ANNUAL REPORT 1972-73

Honorable Joseph L. Alioto, Mayor  
200 City Hall  
San Francisco 94102

Dear Mayor Alioto:

The Chief Administrative Officer has continuing responsibility for the direction and coordination of departments under his jurisdiction. The Chief Administrative Officer also serves as an ex-officio member of the Board of Supervisors, he is the County Road Commissioner, and is the Chairman of the Tax Board of Review, the Refuse Collection and Disposal Rate Board, the Central Safety Committee, the Capital Improvement Advisory Committee, the Electronic Data Processing Priority Committee, and the Regional Service Committee. He is also a member of various other active government committees. He serves as a member of the City Planning Commission, the Criminal Justice Commission, the Executive Committee of the Association of Bay Area Governments and as the Manager of the City's Surplus Property Authority. He is serving during 1973 as president of the League of California Cities. An increasing amount of time has had to be given by the Chief Administrative Officer to his responsibilities as a member of the Board of Directors of the Economic Opportunity Council and as Chairman of the Manpower Committee of the EOC. Board of Supervisors Resolution No. 412-73 of June 22, 1973, designated the Chief Administrative Officer as chairman of a Voting Equipment Advisory Committee.

Throughout the fiscal year, the Chief Administrative Officer served as Chairman of the City government Management Committee designated to expedite the preparation of an employee relations ordinance in implementation of the Meyers-Milius-Brown Act. The Committee is continuing its efforts to resolve differing views among the various employee organizations concerning the Committee's proposed draft ordinance. The proposed legislation is currently under consideration by the Board of Supervisors.

The Chief Administrative Officer assisted in the preparation, presentation and support of a bond issue in the election of November 7, 1972. The issue was to provide \$25,000,000, for improvements in the City's sewer system, and is vital to public health and the environment. This office also supported a \$39,000,000 bond issue in the same election for municipal water supply system improvements. Both bond issues were approved by the voters with the necessary two-thirds majority.





This office participated in the detailed planning and preparation of the following bond issues to be submitted to the electorate at the November 6, 1973 election:

Improvement of public school buildings	\$37,826,000
Improvement of facilities housing children's centers activities, San Francisco Unified School District	\$ 2,428,000
Additions, alteration and reconstruction of a portion of the Hall of Justice	\$ 4,600,000

During this fiscal year, the planning effort for the proposed Yerba Buena Center Redevelopment Project received continuing attention. The Chief Administrative Officer is responsible for the development of all the public facilities in this project. The size, complexity and problems involved in this important undertaking have required a great deal of the Chief Administrative Officer's time. Numerous conferences and meetings were conducted in conjunction with the San Francisco Redevelopment Agency, and the various City departments and offices involved, to assist in expediting the planning, financing and construction work required by this major renewal project.

The Chief Administrative Officer and the Departments under his jurisdiction have continued to work in cooperation with the Redevelopment Agency in the carrying forward of the various other Redevelopment Projects in the Western Addition, Diamond Heights, Golden Gateway, Hunters Point-Bayview, Butchertown and South of Market areas. Similarly, close cooperation and coordination of effort are being achieved in connection with the City's two Model Neighborhood programs in the Mission and Hunters Point-Bayview Districts.

The Chief Administrative Officer served as the Project Director for the Department of H.E.W. grant project to provide a Coordinating Council to assist the Board of Supervisors' Study Committee on Operation of San Francisco General Hospital. This office provided administrative and technical support supplementing the Council's staff and facilities in carrying forward its work to review the Hospital's ability to meet community health needs. The Council completed its work under the Federal grant in April 1973, and has submitted a report of its findings and recommendations to the Board of Supervisors.

Operations Analysis Program. This year saw the implementation of our new program to develop within this office a permanent capability for methods and procedures analysis of our departments and activities. Six Operations Analysts received formal classroom training followed by six months of supervised on-the-job training conducting in-depth studies of unit operations, methods, and procedures. These studies are providing significant economies, elimination of duplicated effort, and improved service in the departments studied to date. We anticipate that continuing operational efficiency and economy will result from their assignments throughout our departments.

Planning for a second phase of the Operations Analyst Training Program has gone forward this year, which will result in the training, with Federal financial assistance, of analysts for the Fire and Police Departments, and the Public Utilities Commission.



PUBLIC WORKS

Freeway Construction - Route 280-Southern Embarcadero Freeway.  
The major construction project in San Francisco continues to be the extension of Interstate Route 280 from its present terminus at Sixth Street to Third Street, near the Southern Pacific depot. Now about 85 percent complete, the section is expected to be ready for traffic by December, 1973.

This half-mile section of eight-lane freeway is being built on a viaduct above railroad property, requiring the relocation of some tracks and several buildings. An off-ramp will connect to street level at Fourth Street, with the corresponding on-ramp to be added under a separate contract. Guy F. Atkinson is the contractor on the \$9,700,000 project, which got underway in October, 1971.

Two more projects, both now in design, will complete Interstate Route 280 to the San Francisco-Oakland Bay Bridge. The first, which is expected to cost about \$20 million, will extend the freeway from Third Street to Harrison Street. It is tentatively scheduled for funding in the mid-1970's. The second undertaking will complete the freeway from Harrison Street to the Route 90 Bay Bridge connection. Estimated at \$5 million, this project will also be funded in the mid-1970's. These dates and cost estimates are subject to change, pending availability of funds.

Route 280-Southern Freeway - A project to replace a retaining wall along the northbound lanes on Interstate Route 280 in San Francisco near the Whipple Avenue Pedestrian Overcrossing is under design. Specifically this estimated \$477,000 contract will replace the existing concrete crib retaining wall with a more rigid cantilever type, install a new drainage system, re-surface the freeway shoulders, and provide repairs and debris clean-up for Cayuga Playground. To prevent future ground water build-ups like the one last January, the new drainage system which consists of a series of drainage wells will intercept the ground water before it settles under the retaining wall. After the retaining wall collapsed the Division of Highways immediately installed a series of steel piles to hold the roadway in place. This project is tentatively scheduled for advertising in mid-May and is tentatively scheduled for bid opening in early June. It has an estimated completion date of early December, 1973.

Route 101-James Lick Freeway & City Streets - A project to revise overhead signs in San Francisco is under consideration. Two signs are presently planned. One will be on the southbound lanes of Route 101, a quarter of a mile south of Army Street, and will direct traffic at the Route 101/280 Interchange. The second will be on the southbound lanes at the Army Street Overcrossing. Both will be bridge-type signs and will replace the existing cantilever type. Not yet financed, an advertising date will be set for this work as soon as funds become available.

Part of Route 101 on City streets is slated to be resurfaced in a project expected to get underway early next year. Approximately \$120,000 is available for this work, which will take place on Golden Gate Avenue from Franklin Street to Van Ness Avenue, and on Van Ness Avenue, from Golden Gate to Lombard Street.



Route 80 - Bay Bridge Approach - Currently under design is a project to improve Route 80 in San Francisco between Route 101, the Central Freeway, and the San Francisco-Oakland Bay Bridge. The proposed work, which will include construction of an additional lane and shoulder in the eastbound direction, will improve highway safety on the facility by reducing the number of lane changes, weaves, and merges. It will also provide an area for disabled vehicles to pull off of this traveled way. The project, which is expected to cost around \$6 million, is currently scheduled for construction during fiscal year 1974-75.

Route 480 - Golden Gate Corridor - Design plans for a major project to improve the safety of the south approach to the Golden Gate Bridge, Doyle Drive, are nearing completion. The project will provide for a positive concrete barrier from the Marina-Richardson Interchange to the Toll Plaza. It is designed to prevent the head-on type of accident.

Although this project has not been funded, the State Department of Transportation is working with all concerned to have the design plans ready and to obtain the necessary approvals from other agencies, so that construction can begin as soon as funds become available.

The \$9 million project at this point, however, is at a major impasse. The State is proposing that the approach be four lanes wide on each side of the concrete barrier, whereas the San Francisco Board of Supervisors has taken the position that a total of six lanes would be sufficient.

### Solid Waste Disposal

Hauling of solid waste from San Francisco to Mountain View is now in its third year of operation. By the end of the fiscal year, June 30, 1973, San Francisco has hauled approximately 1,400,000 tons of waste, all of which had to be carefully placed in a sanitary landfill in order that the area may be developed into a regional park. In fact, much of the filled and covered areas are now ready to receive top soil and landscaping. Within these areas, several lakes have been created. The sparkling clean waters in the lakes have been pumped from the grounds nearby.

A serious complication has developed, however, on this project. Because of a new interpretation of the 1899 Rivers and Harbors Act, the Corps of Engineers has claimed jurisdiction of the area in which our landfill project is being conducted, and has taken the position that a permit is required by San Francisco and Mountain View to continue the operation. After extensive review by the Corps of Engineers, this matter was aired in a public hearing held in Mountain View. The permit was issued on August 1, 1973. Two days later, the opponents to the project filed in the federal district court for an injunction to halt the certain critical phases of the work. Though a temporary restraining order was issued, at this writing, the order has just been dissolved and the request for the injunction has been denied. It is our understanding that the opponents to the project will appeal this decision.





The present agreement has about another 2 1/2 years of its five year term remaining. Because of the tremendous financial advantage to the rate-payers in terms of relatively low waste disposal cost, and since there is really no practical alternative disposal method available to us, the City is now in the process of negotiating for an eight year extension to the present disposal agreement.

### FACE/RAP Program

As of June 30, 1973, six years of rehabilitation work had been completed or was still underway in the seven FACE areas under the auspices of the City's Federally Assisted Code Enforcement (FACE) Program, which is administered by the Division of Property Conservation. The code enforcement (CE) project costs [excluding Public Improvements, Real Estate Acquisition and the 10% (\$572,866) withheld by HUD but does include an estimated additional \$20,000 of City funds to be expended/obligated by June 30, 1973 of the total of \$122,000 approved in the City budget to offset the lack of Federal funds] for the program since 1967 total about \$6,175,639, or \$1342 per structure or \$595 per dwelling unit. Work in place for Public Improvements has amounted to \$1.2 million (excluding overhead costs) and \$211,547 budgeted for land acquisition. In addition there were 964 Sec. 312 loans approved, amounting to \$12,716,900 (average: \$13,192/loan) and 329 grants, totalling \$785,003 (average: \$2386/grant).

With respect to the initial four FACE Areas [(01) Arguello Park, (02) Buena Vista Heights, (03) Glen Park and (04) Great Highway], the program essentially was completed in October 1970 with 92% of the buildings certified to be in compliance. The remaining 248 buildings (8%) were undergoing either code compliance rehabilitation or were in litigation. As of June 30, 1973, 99 buildings (3.3% of total) were still active and, of these, 76 (about 2.5% of total) were in litigation.

In Areas 5-7 (05) Alamo Square, (06) Bernal Heights and (07) Duboce Triangle, 737 buildings -- about 46% of the total in Areas 5-7 have been certified to be in compliance as of June 30, 1973. Of the remaining workload (378), over 21% of the total structures are in litigation, with the others in various stages of completion. However, a number of those in litigation also are in various stages of being rehabilitated. The current contract (7th Amendatory), with the U.S. Department of Housing and Urban Development (HUD), has been extended to June 30, 1974.

Two new applications for Code Enforcement grants were submitted to HUD in December 1970 which, if approved, would have continued the FACE program over a three year period in areas designated as Upper Ashbury and Inner Richmond. It was estimated that the 2656 buildings in both areas (1461 in Upper Ashbury and 1195 in Inner Richmond), 2370 (89%) were in code violation, with 20 to be demolished. A total of 23 families and 229 individuals were projected to be relocated. Experience to date in Areas 1-7 indicate that initial, projected estimates in new areas are on the high side.





Although the Federal Government is not providing any new monies in FY 1974 to continue the FACE program, the extension of the existing FACE contract to June 30, 1974, permits the continuing obligation and expenditure of previously budgeted, unexpended funds.

Under HUD regulations, HUD withholds 10% of the Code Enforcement Grant Funds, pending 95% completion of the project. Since, as of June 30, 1973 (excluding those cases in litigation which are considered out of the workload), only 73% of the buildings in Areas 1-7 were SCC'd (Satisfactory Code Completion, which can be attained by being found standard at the time of initial inspection, by rehabilitation or by demolition) HUD has withheld 10% (\$572,666) of the Sec 117 Code Enforcement Grant. As a result, a City-supported supplemental appropriation was requested and was approved for \$122,000 to finance the program up to June 30, 1973. However, due to various other actions (e.g., not filling certain personnel vacancies, reduced work orders of other City departments, etc.), it was projected as of June 30, 1973 that only about \$10,000 of the \$122,000 would be finally expended.

Since, as indicated above, HUD is not providing any new funds for FY 1974, a one year, City-financed supplemental budget was submitted but was rejected and, in lieu thereof, one for four months (July-October 1973), amounting to \$346,000, was approved on the assumption that, prior to the end of this four month period, more definitive information would be available as to Congressional and Administration (Washington, D.C.) intentions/actions (e.g., Special Revenue Sharing legislation, new FACE legislation, etc.) as well as City's financial position. The approved supplemental also included reduced operational and administrative costs for limited continuing actions in the existing FACE Areas 5-7.

On June 13, 1973, by Resolution unanimously and with the concurrence of the Mayor, the Board of Supervisors established a Rehabilitation Assistance Loan Program (RAP). In addition to existing FACE areas Upper Ashbury, Inner Richmond and a third Area, Chinatown, were included in the RAP Program, subject to community approval. To meet this requirement, the Property Conservation Division was reorganized but within the same level of personnel strength provided under the limited four months budget. Further reorganization may be required at a later date to accommodate the Chinatown area; for example, the adding of another area office.

The RAP Program (patterned after a Norfolk, Virginia, loan program in operation since May 1972) has the City providing low-interest rate loans (estimated at 5 1/2%) for rehabilitation--at higher rates than the Federal Sec. 312 loans (3%) but below the commercial market rate (approximately 9-15% as of June 30, 1973). The City would borrow the money at a low rate of interest (estimated at 4 1/2%) from the local banks (the rate would be low because the income from the loan to the city would be tax exempt to the bank). The processing of the loan package after preparation by the City Real Estate Department would be by the bank at a fee paid by the borrower.



As of June 30, 1973, the total cost of the project (since its inception in September 1966) is as follows:

- (1) Administration and operating costs (expended & obligated):
  - (a) Sec 117 & local funds (Administration/operations costs), excluding land acquisition costs (\$96,547) and public improvement costs (\$1,261,228) ..... \$6,519,826
  - (b) Supplemental City budget expenditures (estimated) ..... 10,000
  - (c) Total ..... \$6,529,826
- (2) Relocation (Sec 114 funds) payments ..... \$ 168,544
- (3) Rehab Grants (Sec 115) ..... \$ 785,003

In addition, 984 Sec 312 (3%) loans, valued at \$12.7 million, and 329 Sec 115 Grants, valued at \$785 thousand, were provided to property owners in all seven areas.

#### PURCHASING

The Purchasing Department, during the fiscal year 1972-73 expended \$27,634,550 through Purchase Orders, \$49,261,958 through Encumbrance Requests and approximately \$1,061,552 through Contract Certifications for a total of \$77,958,060, an increase of \$11,315,565 over the previous year. Sales of Charters, Codes, and other documents amounted to \$16,946.

The output of printing, mimeographing, microfilming, etc., by the Reproduction Bureau increased by 19% at only a 10% increase in inter-departmental charges. This was due in part to new equipment, but also reflected increased efficiency due to new procedures and methods.

The Bureau of Central Shops furnished maintenance, repair and service for 2,512 motorized units of the City owned fleet, an increase of 26 units over the previous fiscal year. The total fleet is valued at approximately \$7.5 million.

The number of gallons of gasoline dispensed dropped from 1,261,047 to 1,203,523, reflecting the problem of gasoline shortages experienced during the latter part of the fiscal year and the cooperation of the various departments in cutting back on the use of fuel, wherever possible.

The Bureau of Central Shops is encountering a problem in maintaining repair and service because of the increase in the average age of the vehicles in the City fleet. As the vehicles become older, they need more and more repair each year.

The Bureau of Stores and Equipment staffs the City's major storerooms, maintains inventory control of City owned equipment and is responsible for the sale of surplus City equipment and supplies. Sales of these items amounted to \$54,167 during the past fiscal year.



REAL ESTATE

The Real Estate Department provides a variety of property management and related services for all City departments, property appraisals and negotiating acquisitions of property for street widenings and extensions, parks; special study and appraisal projects; disposal of surplus property; jurisdictional transfers; management of City owned facilities, advice pertaining to real estate matters; loan and finance service to Federal programs; and maintenance of property records pertaining to City, School, and Community College districts.

Major programs continue to occupy the work of the department. Property Management functions were performed to handle City property rentals, management of parking facilities, management of the Civic Auditorium and Brooks Hall. Real Estate services were provided for the Department of Public Works, Parking Authority, Department of Social Services, Tax Collector, Fire Department, Department of Public Health, City Attorney, Library Department, Recreation and Park Department, Courts, Community College District, Port Commission, Mayor's Office, San Francisco Unified School District, Redevelopment Agency, Board of Supervisors, Chief Administrative Officer, Airport, Hetch Hetchy and Water Departments, and the Municipal Railway.

Because the functions of this department are mainly supported by interdepartmental work orders, funds are not always available for timely completion of projects. It is believed that many problems of delays could be resolved and considerable savings achieved if the staff were placed in budgeted positions.

DEPARTMENT OF ELECTRICITY

During the fiscal year 1972-73, the Department of Electricity provided maintenance and repair of police and fire communications systems and radio communication systems for all City departments; maintenance of all traffic signals, maintenance of parking meters and operation of our Central Fire Alarm Station.

The Department also tested and maintained the City's Air Raid Siren System and the Auxiliary Fire Alarm Systems in 126 public schools; continued the conversion of our outside plant facilities from overhead to underground in accord with the City's Underground District Program, and relocated Department of Electricity facilities as required due to BART construction, freeway construction and redevelopment projects.

In addition to routine maintenance work, special work was performed for various City Departments and private contractors, amounting to \$801,574, an increase of 34% over the preceding fiscal year. The Department assisted in the preparation and completion of specifications for the Fire Department Command and Control System which will be financed from a bond issue approved in the 1971 election.



On June 30, 1973 there were 13,110 parking meters installed on City streets and 598 in off-street parking lots. Traffic damage to parking meters amounted to \$13,130, an increase of \$2,034 over last year. The cost of vandalism to parking meters was \$10,820, an increase of \$3,868. It was necessary to clear 141,060 intentionally jammed parking meters.

The first phase of the Police Instantaneous Communications System (PIC) has been completed and over 400 portable radio units are now operational. Installation of communication equipment in two Police helicopters was completed and work is continuing on the communications system for Emergency Medical Services which will provide for bio-medical telemetry.

Continuing liaison is maintained with the Office of Emergency Services to provide communications under Disaster operations.

#### DEPARTMENT OF PUBLIC HEALTH

During the past fiscal year, the Department of Public Health continued to develop a health care delivery system to make services more available, acceptable and accessible to all residents of San Francisco.

San Francisco General Hospital was made more responsive to community needs through the decentralization of services and the development of two satellite family-oriented health centers. Out-patient services were expanded and improved and an Emergency Walk-in Clinic was opened. These new services are indicative of the changing role of the hospital, from a facility caring largely for the chronically ill to one providing services for acute medical and surgical problems. During the past twelve years there has been a 23% increase of acute medical and surgical admissions and a 49% increase in the out-patient visits. The following figures reflect the changes at the hospital:

	<u>1961-62</u>	<u>1972-73</u>
Licensed Beds	1,114	653
Average daily census	831	365
Total admissions	19,468	16,938
Acute Med. & Surg. admissions	13,813	16,042 (23% increase)
Average stay	17.5 days	7.5 days
Total out-pt. visits	146,715	219,256 (49% increase)

The new Trauma Center at the San Francisco General Hospital was dedicated in October, 1972. This is the City's only major trauma and emergency treatment center that is fully staffed 24 hours a day, 365 days a year. It has received international recognition for the high caliber of care provided.





A mini-computer was installed at the hospital to record all procedures performed by the laboratories, electrocardiograms, x-ray and ancillary services and to provide itemized bills for in-patient services. This system will also provide an accurate monthly audit of the cost of services.

In 1972, the hospital was placed on probation for a second year by the Joint Commission on Accreditation for Hospitals. The environmental deficiencies enumerated during the survey of the preceding year were sufficiently corrected so as to merit full accreditation. The Joint Commission on Accreditation stated the sole reason for probation was the extra-departmental job freeze and equipment freeze. They stated this situation removes from the Department of Public Health the necessary operational control of hospital services.

The Emergency Medical Services continue to provide unexcelled emergency care and ambulance services. The Department received a total of \$1,487,455 from revenue sharing funds for further improvement and expansion of these services. Approximately \$1,100,000 went for the purchase of sixteen new ambulances, conversion of two of the older ambulances into trauma vans, life support systems for each ambulance, a radio telemetry system, and training of all personnel. The entire fleet of 16 ambulances will be replaced by December, 1973. Radio communication will soon be installed that will enable ambulance personnel to communicate with the dispatcher at Central Emergency and with the Trauma Center at San Francisco General Hospital.

Laguna Honda Hospital continues its trend toward becoming more of an acute care facility and less of a nursing or rest home. In addition, the hospital is now providing out-patient services. This new service makes it possible for patients to be discharged earlier from the hospital and enables the staff to follow patients more closely and prevent problems from developing that may cause the patient to be rehospitalized.

Community Mental Health Services were able to expand their programs and provide many new services for children, adults and geriatric patients as a result of receiving six Federal grants totaling \$3,800,000. The Mission Mental Health Center received a grant from the National Institute of Mental Health to expand children's mental health services, recruit and train indigenous community mental health workers and develop mental health information and education programs. The Bayview-Hunters Point Mental Health Center received a grant to provide new and expanded in-patient and out-patient programs. The Northeast Mental Health Center contracted with Northeast Community Mental Health Services, Inc., to provide outreach, subacute and chronic care in a comprehensive community care facility; provide evaluation and treatment services to the Hall of Justice and San Bruno Jails; and initiate innovative programs for young adults.

During the past year, Community Mental Health Services also consolidated all drug and related programs into the new Division of Special Programs. The Division received a grant for the development of drug-free therapeutic communities for adults and children, residential



detoxification services, out-patient counseling, 24-hour crisis services and research. In addition, two contracts were awarded by OEO to provide methadone treatment and supportive rehabilitation services in the Bayview and Mission areas.

Venereal disease continues to be a major health problem, particularly among the young people. An innovative program called Teen Concern is training high school students to act as sources of information to their fellow students about venereal disease.

The District Health Centers traditionally provided services intended to promote health and prevent disease, particularly in infants and young children, through screening examinations, early referral, counseling, immunization and health education. Environmental inspections, the school health program and other public health nursing services are also provided by the District Health Centers. In recent years, many new services for adults and the elderly have been added - physical examinations, podiatry clinics, glaucoma screening, family planning and cancer screening for women, pregnancy testing and abortion counseling.

Some out-patient services of San Francisco General Hospital will soon be decentralized into the District Health Centers, prenatal and postnatal follow-up clinics will soon be operating in Health Centers 2 and 3.

In Health District 4, several services for the elderly are providing a variety of needed services for a previously under-served group. The New Start and Mars Hotel Project provide medical treatment and domiciliary care for alcoholics of the South of Market area. The North of Market Clinic provides medical care for the elderly of the Tenderloin either in the clinic located in the Glide Methodist Church or in visits to patients in their hotels. The Senior Citizens Project is staffed by Community Health Workers and ancillary staff to bring services to residents of seven Federal Housing Projects in the downtown area.

The Department of Public Health continues to work extensively with community groups and organized neighborhood and specialized community advisory boards to plan and develop programs in areas of special concern to meet the needs of various groups. The Director has appointed an interim Community Advisory Board for San Francisco General Hospital to act as an advocate for the Hospital and the health care delivery system, to be liaison between the Hospital and the community and to assist the Director in planning programs and services for the new hospital which are more responsive to the community needs.

## FINANCE AND RECORDS

This department is comprised of several county offices, grouped together under one administrative head, the Director of Finance and Records; specifically the Registrar of Voters, County Clerk, Recorder, Tax Collector, Public Administrator, Agriculture and Weights and Measures. In addition, Records Center and Farmers' Market.



During 1972-73 the truly alphabetical Recorder's Index, produced in conjunction with the Controller's E.D.P., was implemented. Additional supplemental personnel were authorized for the County Clerk's Office where intensive work is being devoted to make this office more responsive to the needs of the Superior Court and to the public.

#### CORONER

The Coroner's Office, with the assistance of personnel from the Civil Service Commission, are actively investigating the possibility of reorganizing the department into a Medical Examiner's Office to maximize service to the City and County, improve our national image, and attract more grants and projects to our office.

An increase in efficiency and financial saving might be obtained by consolidating indigent benefits in this office where the major portion of the various details are administered, rather than having some directed by other departments.

The Coroner's Office is presently administering a study "Drug Abuse in Criminal Deaths in San Francisco" awarded by the California Council on Criminal Justice, employing a Ph.D. Toxicologist and Secretary-Statistician, with a significant in-kind match by members of this department.

#### CALIFORNIA ACADEMY OF SCIENCES

The California Academy of Sciences operates Steinhart Aquarium, as provided in the Charter of the City and County of San Francisco, with support from the City and County. It also operates a large public museum, planetarium and research complex, supported largely by private and self-generated funds.

There were 1,307,923 visitors to the Academy during the report year, including 739,791 who paid admissions for an admission income of \$337,921.50. The operating budget of the Academy was \$2,015,000, of which the City and County provided \$606,643.

Plans were developed during the year for an aquarium addition and a Hall of Man, to be constructed with private funds and given to the City and County.

The California Academy of Sciences is a unique institution and one of the important cultural attractions of San Francisco.

#### CAPITAL IMPROVEMENT ADVISORY COMMITTEE

The Capital Improvement Advisory Committee functions under the provisions of Sections 3.05 through 3.014, of the Administrative Code [Ordinance No. 122-62, as amended by Ordinance No. 62-66, 139-66 and 164-70]. The Committee, with the Chief Administrative Officer as



Chairman, performed the annual review of requests for funds for Capital Improvement, Replacement and Reconstruction, and Maintenance and Repair for the budget year 1973-74, and recommended priorities for these items in its report to the Mayor and the Board of Supervisors dated March 15, 1973. The Committee then prepared and issued its fifth "Recommended Six-Year Capital Improvement Program" in June 1973, including a recommended priority listing of proposed bond issues with a schedule of years in which the bond issues could be submitted.

In addition to its continuing review of capital improvement projects, nonprofit corporation proposals, and other capital-improvement related items, the Committee reviewed and recommended to the Board of Supervisors a number of proposed bond issues to be submitted to the electorate in November 1973.

#### CENTRAL SAFETY COMMITTEE

The Central Safety Committee finished its 11th year of operation. The San Francisco Chapter of the National Safety Council is employed under contract to provide safety engineering consulting services. The Committee meets monthly to review safety programs being conducted in City Departments through the guidance of the Committee and Consultants.

During the year, safety training for supervisory personnel was continued in the City institutions, and the driver training program was expanded and continued. Additional safety inspection and education programs were carried out by the consultants in various City Departments.

#### LEGISLATIVE ANALYSIS

All bills introduced in the State Legislature pertaining to the Departments of the Chief Administrative Officer, were reviewed. Recommendations on all bills of importance within the scope of this office were made to San Francisco's Committee on State legislation, of which the Chief Administrative Officer is a member. When required, the Chief Administrative Officer and his representatives attended meetings of committees of the State Legislature in Sacramento to assist in presenting San Francisco's position regarding pending legislation.

During the year the internal procedures of reviewing and recording significant State legislation were revised to simplify record-keeping and provide faster referral of bills to our departments for review.

#### PUBLICITY AND ADVERTISING FUND

The administration of the Publicity and Advertising Fund by the Chief Administrative Officer required the office to participate in the planning of a number of special events. Funds were made available to many civic organizations and citizen's committees. The office arranged







San Francisco's exhibit at the State Fair in Sacramento and for an exhibit at the San Mateo County Fair. Arrangements for San Francisco's float in the Pasadena Tournament of Roses Parade were handled by this office.

The Hotel Room Tax provides revenue to support the Publicity and Advertising Fund, and the Yerba Buena Convention Center-Sports Arena. The following amounts of revenue were received during 1972-73, with allocations to funds as indicated:

Publicity and Advertising Fund	\$2,383,257
Administrative Costs	49,192
Yerba Buena Center	2,497,763
Candlestick Park	496,691
*Return to General Fund [Unappropriated Surplus]	285,115
	<u>\$5,712,918</u>

\*This amount remained unexpended and unappropriated from the percentage allocated to Publicity and Advertising, and is returned to the General Fund to reduce the critical property tax burden.

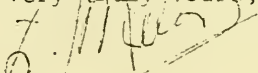
#### REGIONAL SERVICE COMMITTEE

The Regional Service Committee, of which the Chief Administrative Officer is Chairman, has met quarterly. This Committee has an active program to maintain and improve San Francisco relations with the surrounding territory, especially the rural and agricultural areas. This Committee worked closely with the Public Utilities Commission to assist with public relations in the out of town areas where the Public Utilities Commission operates. The Regional Service Committee has hosted a number of groups during the past year including the North Coast Counties Association of the California Supervisors Association and several meetings with City and County officials from our neighboring Bay Area Communities. The activities of the Regional Service Committee are considered to be important means to promote better relations with the people in the Bay Area with whom we share common problems.

Annual Reports from the Departments under the Chief Administrative Officer will be forwarded to you. Detailed information concerning a number of matters mentioned here will be found in these reports, as well as the details of the programs administered by the Departments in accordance with your letter of August 29, 1973.

This office wishes to express its sincere appreciation to you and the members of the Board of Supervisors for the consideration which has been given to our requests and recommendations.

Very truly yours,



Thomas J. Mellon,  
Chief Administrative Officer



SF  
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OFFICE OF  
CHIEF ADMINISTRATIVE OFFICER

THOMAS J. MELLON  
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102

1973 - 1974  
ANNUAL REPORT OF THE  
CHIEF ADMINISTRATIVE OFFICER

DOCUMENTS

101 2 2 45

SAN FRANCISCO  
CALIFORNIA

	<u>PAGE</u>
Chief Administrative Officer.....	1
DEPARTMENTAL SUMMARY REPORTS	
Public Health.....	6
Public Works.....	14
Finance & Records.....	20
Purchasing.....	21
Electricity.....	22
Real Estate.....	23
Coroner.....	24
Academy of Sciences.....	25





OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

THOMAS J. MELLON  
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102

October 7, 1974

The Honorable Joseph L. Alioto  
Mayor, City and County of San Francisco  
200 City Hall  
San Francisco, CA. 94102

Dear Mayor Alioto:

The Chief Administrative Officer (CAO) has continuing responsibility for the direction and coordination of departments under his jurisdiction. The CAO also serves as an ex-officio member of the Board of Supervisors. He is the County Road Commissioner and is the Chairman of the Tax Board of Review, the Refuse Collection and Disposal Rate Board, the Central Safety Committee, the Capital Improvement Advisory Committee, the Electronic Data Processing Priority Committee, the Regional Service Committee, and the Voting Equipment Advisory Committee. He is the manager of the City's Surplus Property Authority. He serves as a member of the City Planning Commission, the Mayor's Criminal Justice Council, the Executive Committee of the Association of Bay Area Governments. In addition, he is immediate past president of the League of California Cities and serves on the League's Board of Directors. A substantial amount of the CAO's time has been given to his responsibilities as a member of the Board of Directors of the Economic Opportunity Council and as Chairman of the Manpower Committee of the EOC.

EMPLOYEE RELATIONS..... During the past year, the CAO acted to implement the City's new Employee Relations Ordinance No. 409-73. The three member Municipal Employee Relations Panel was appointed--one member by the Chief Administrative Officer, one by the Mayor and one by the Board of Supervisors. The Chief Administrative Officer provided start-up administrative support for the Municipal Employee Relations Panel. And the Chief Administrative Officer's Employee Relations Division is now staffed with the exception of the Employees Relations Director's position. The latter position will likely be filled after the November, 1974 election, when the people approve or disapprove a Charter Amendment to allow the Chief Administrative Officer to appoint a non-Civil Service Employee Relations Director.



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OPERATIONS ANALYSIS.....The Operations Analysis Program continued to effect significant economies by improving service deliveries within CAO departments. Five full-time analysts are employed by the CAO, each producing sufficient cost-savings and cost-effectiveness economies far in excess of their salaries. Phase II of the program was completed. In this phase, the CAO's office coordinated the classroom training and on-the-job instruction of analysts for the Fire and Police Departments and for the Public Utilities Commission. Joint City-Federal funding financed Phase II. Eight full-time analysts are now employed by the SFPD, SFFD and the PUC in addition to the five analysts working for the CAO. These Phase II analysts give every indication of being as productive as their Phase I counterparts.

YERBA BUENA CENTER.....Yerba Buena Center (YBC) planning efforts continued. The CAO is responsible for the development of all YBC public facilities. The size, complexity and detail of the problems inherent in a project of this magnitude necessarily requires a great deal of the CAO's time. Frequent conferences and meetings to expedite the design, financing and construction work entailed in this major urban renewal project were held with the SF Redevelopment Agency and the various city departments involved. This office was instrumental in settling one of the last law suits blocking YBC construction. Progress was also made in favorably settling suits still pending.

REDEVELOPMENT.....The CAO and the departments under his purview continued to work cooperatively with the SF Redevelopment Agency. This cooperation furthered the completion of projects in the Western Addition, Hunters Point-Bayview, Butchertown and the South of Market areas. Similarly, close cooperation and coordination of effort was achieved between the CAO's departments and the two Model Neighborhood programs in the Mission and Hunters Point-Bayview districts.

CAPITAL IMPROVEMENT ADVISORY COMMITTEE.....Chaired by the CAO, the Committee undertook the annual review of city department fund requests for capital improvements, replacement and reconstruction, and maintenance and repair of the city's capital plant for FY 1974-75. Priority recommendations were assigned to these fund requests and compiled in the Committee's annual report to the Mayor and the Board of Supervisors. The Committee wrote and submitted to the Mayor and the Board the sixth edition of a "Recommended Six-Year Capital Improvement Program" for SF, which included priority recommendations on proposed capital improvement bond issues together with a suggested schedule of years in which these bond issues might best be put before the people.





In addition to its year-round review of capital improvement projects, nonprofit corporation proposals, and other capital improvement related items, the Committee reviewed and recommended to the Board of Supervisors a number of bond issues that went before the electorate on the June, 1974 ballot or are scheduled to be on the November, 1974 ballot.

ELECTRONIC DATA PROCESSING PRIORITY COMMITTEE (EDPPC)  
 ....The Chief Administrative Officer called and chaired a meeting of this Committee on a monthly and quite often bi-weekly basis. The EDPPC produced its first Annual Report in October, 1973. Since that time, the Committee has been engaged in reviewing many data processing service proposals, submitted by various departments. Recognizing that the Committee members cannot fully meet their charge without assistance, extensive consideration was given to suitable staffing. Preliminary investigation reveals that staff is essential if the Committee is to coordinate the overall data processing effort of the City, amounting to an annual cost of more than \$8 million. Moreover, it is apparent the modest cost of a two to three man staff would more than be recouped from the cost-savings and cost-effective economies resulting from staff research and analysis. A formal request for funds to hire Committee staff will be a top Committee priority during FY 1974-75.

VOTING EQUIPMENT ADVISORY COMMITTEE.....The Chief Administrative Officer chaired numerous meetings of the Voting Equipment Advisory Committee. The Committee members have spent many hours in thoroughly researching the voting equipment alternatives open to the City and expect to make their final report to the Mayor and Board of Supervisors by the end of 1974.

CENTRAL SAFETY COMMITTEE.....This committee completed its 12th year of operation. Utilizing the consulting services of the SF Chapter of the National Safety Council by a contractual arrangement, the committee met each month to review safety practices of all city departments. The safety consultants conducted many safety inspections of city facilities, recommending solutions to hazardous working conditions or practices, and following-up to assure that their recommendations are put into effect. Many safety training activities were held within city agencies or were open to city employees. California-Occupational Safety and Hazards Act (CAL-OSHA) record-keeping requirements were disseminated to all city work establishments in compliance with this landmark safety law.



LEGISLATIVE ANALYSIS.....All bills introduced in the State Legislature were reviewed to spot those affecting CAO departments. Recommendations on bills of CAO importance were made the City's State Legislation Committee, of which the CAO is a member. On occasion, the CAO and/or his staff representative attended legislative committee meetings to present the City's position on pending legislation.

PUBLICITY AND ADVERTISING FUND.....Administration of the P & A Fund obligated the CAO to participate in the planning of many major civic events. Funds were allocated to many organizations whose activities are significant to the City's overall publicity and advertising goals. This office arranged SF's exhibits at the California State Fair and the San Mateo County Fair. Also, the CAO's office oversaw the design and construction of the City's award winning float entry in the 1974 Pasadena Tournament of Roses Parade.

The P & A Fund is supported by the Hotel Room Tax, which also is used to support YBC planning costs and debt service on Candlestick Park improvement bonds. During FY 1973-74, proceeds of the Hotel Room Tax were divided as follows:

Publicity & Advertising Fund.....	\$2,600,000
P&A Administrative Costs.....	20,050
Yerba Buena Center.....	3,554,690
Candlestick Park.....	574,628
Unappropriated Surplus returned to General Fund*.....	<u>173,858</u>
Total Hotel Room Tax.....	<u>\$6,923,226</u>

\*NOTE: The unappropriated surplus represents unexpended and unappropriated P&A Fund monies. The CAO deliberately plans an unappropriated surplus to be deposited to the General Fund to alleviate the critical property tax burden.

REGIONAL SERVICE COMMITTEE (RSC).....The RSC is chaired by the CAO and meets quarterly. The RSC mounts an active program, designed to maintain and improve SF's relations with surrounding jurisdictions, especially in rural areas. Working closely with the Public Utilities Commission, the RSC provided public relations support in those out-of-town areas where the PUC operates. The RSC hosted several meetings of local, state and Federal officials to foster sound, productive intergovernmental relations. In summary, the combined impact of RSC activities maintains and builds cooperative ties with our Bay Area neighbors with whom we share common interests.



Aside from all the activities described above, the primary responsibility of the Chief Administrative Officer is the supervision and control of departments under his direct jurisdiction, involving more than 7,000 employees and an annual budget for 1973-74 over \$173 million. Annual reports from all CAO departments will, Mayor Alioto, be forwarded to you under separate cover. Detailed information concerning a number of matters mentioned above will be found in these reports along with program details requested in your August 27, 1974 letter.

This office has genuine appreciation for you and the members of the Board of Supervisors for the consideration given to our requests and recommendations.

Very truly yours,

Thomas J. Mellon  
Chief Administrative Officer



## PUBLIC HEALTH

The mission of the Department of Public Health (DPH) is to promote the highest level of comprehensive health care services for the people of San Francisco through the utilization of public and private resources of the community. DPH provides health care services not readily available nor readily accessible through the private sector of medicine. These services include, but are not limited to: major emergency and trauma treatment; acute medical and surgical care; chronic medical services; and special diagnostic and treatment clinics. In addition to these services, DPH promotes the general health and well being of the community through prevention of disease and the removal of environmental health hazards.

DPH has developed a comprehensive health care delivery system to insure that health care services necessary for the diagnosis and treatment of medical emergencies and illnesses and the prevention of disease are available and accessible to the community. This system consists of a number of interrelated and interdependent components: Mission Emergency Trauma Center, San Francisco General Hospital, Laguna Honda Hospital, Emergency Ambulance and Medical Services, and district and neighborhood health centers. It is important to view each DPH component as providing specific services which are complemented by additional services within the comprehensive health care system.

The ultimate goal of DPH is a health care delivery system that provides high quality services which are readily available, accessible and acceptable to all residents of San Francisco. During the past few years, the Department has taken many steps towards the accomplishment of this goal: new and improved primary and preventive services are being provided in District Health Centers; comprehensive community mental health services have been developed and now include a wide range of drug abuse prevention and treatment services and new programs for children and geriatric patients; two neighborhood satellite clinics that provide primary, family-oriented care have been developed; emergency medical services have been improved and expanded; several new health care programs for senior citizens have been implemented; and supportive services to community agencies have been increased.

Decentralization of outpatient services from San Francisco General Hospital to the District Health Centers and community controlled health centers continues to be a priority. The number of patient services provided out-of-hospital will be markedly increased for the community as a whole, so that the number of patient visits actually needed at San Francisco General Hospital will be appreciably reduced. This should result in better and more convenient services for patients, with a reduction in congestion and waiting at the General Hospital.





Out-of-hospital diagnostic and treatment services will be expanded and improved in the two community-controlled health centers that provide primary care in the neighborhoods and through decentralization of services to the five District Health Centers for patients who have in the past received their primary care at San Francisco General Hospital.

In order to achieve the goal of a comprehensive, high quality health care delivery system, the Department will need to develop plans and programs for the following: conversion of San Francisco General Hospital into a community hospital; further decentralization of out-of-hospital diagnostic and treatment services from San Francisco General Hospital to District Health Centers and community health centers; development of primary, family-oriented care and expanded preventive health services in the District Health Centers and neighborhood facilities; additional services for Senior Citizens; expanded dental services; new services for chronically ill patients; expanded school health services; full implementation of Emergency Medical Services system; and increased community participation through the Community Advisory Board, in the development of these programs. Planning for many of these programs has started. As they are implemented, the City and County of San Francisco will move closer to a truly comprehensive health care delivery system consisting of both public and private facilities.

DPH has worked closely with the private medical community and community agencies to develop new and improved services. Through cooperative and contractual relations with voluntary agencies, the private medical community and many public agencies, the Department has been able to provide a greatly expanded range of services. This has enabled the Department to provide services best suited to the needs of the residents in neighborhoods where they live.

COMMUNITY ADVISORY BOARDS.....DPH continues to work extensively with community groups and organized neighborhood and specialized community advisory boards to develop and implement programs in areas of special concern that meet the health care needs of various neighborhoods and all of San Francisco. The primary concern of these groups has been the availability and accessibility of facilities and services that are needed and acceptable to the community. The community advisory boards and community advisory groups fall into three major categories: those mandated by the City Charter; advisory boards for specialized programs for the community as a whole and for various neighborhoods; and, advisory boards for various community voluntary agencies on which Health Department personnel are represented in order to assist community organizations, and to provide departmental information to the community and bring to the Department information from the community.



SAN FRANCISCO GENERAL HOSPITAL.....In the past thirteen years, San Francisco General Hospital has changed from a typical county hospital caring for all types of patients, including tuberculosis patients, patients waiting to be sent to State mental hospitals and the chronically ill, to a comprehensive Medical Center that has become a highly specialized treatment center for patients requiring emergency, trauma, acute critical care, and outpatient services that include primary, secondary and tertiary care. In 1961-62; forty percent of the patients were receiving long-term care and outpatient services were limited to a small pediatrics and obstetrics clinic and a "follow-up" clinic for previously hospitalized patients. In 1973-74, ninety-two percent of the patients admitted to the hospital required acute medical and surgical services, and 163,484 outpatient visits were made to the Medical Center.

As the role of San Francisco General Hospital has changed, there has been a major reduction of the inpatient census and length of stay, and a dramatic increase in outpatient or ambulatory services provided at the Medical Center. In 1962, there were 1,114 beds at San Francisco General Hospital with an average daily occupancy of 831, or 74.6 percent; in 1973, there were 509 beds available for use and an average daily occupancy of 338, or 66.4 percent. These changes are the result of the development of a health care delivery system which not only provides improved inpatient services, but also provides a wider range of services in the Medical Center Outpatient Department, District Health Centers, Laguna Honda Home and Community Mental Health Centers.

San Francisco General Hospital has become a highly specialized treatment center for patients requiring emergency, trauma and acute critical care. It has the only major trauma center in San Francisco with surgical teams and backup services ready to function 24 hours a day. Approximately 60% of the patients are admitted to San Francisco General Hospital through the Emergency Room.

The Burn Unit at San Francisco General Hospital, which was opened in October, 1973, is illustrative of the highly specialized care provided at the Medical Center. This unit provides to the citizens of San Francisco a specialized trauma unit with expertise in burn nursing care, physical therapy, psychiatric care, occupational therapy and physician management of severe burns.

There were fewer medical/surgical admissions in 1973-74 than in 1972-73. This decrease was due to the nine day strike of City employees. In anticipation of the strike, the hospital reduced the number of elective and non-emergency admissions. One week before the strike, there were 314



patients in the hospital; on the first day of the strike, the patient census had been reduced to 258; and, the lowest patient census during the strike was 154. During the strike, 13 wards were closed by discharging as many patients as possible and by transferring to other institutions all MediCal and Medicare patients and other patients that had insurance who could be transferred without endangering their lives. Wards closed during the strike were not reopened and functioning at pre-strike levels until six weeks after the strike. Thus, as a result of the strike, it is estimated there were 887 fewer medical/surgical admissions to San Francisco General Hospital during 1973-74.

It was only because of the dedication of certain doctors, nurses and other personnel at San Francisco General Hospital, plus the many hours of service by volunteers, that the hospital services were maintained. Doctors, nurses and volunteers operated the laundry, washed dishes, prepared food trays, pushed food carts, fed patients, scrubbed and cleaned ward areas, besides performing their regular professional duties. Also, as a result of the strike, a new spirit in the hospital, one which will bind the University of California at San Francisco and the Department of Public Health staffs more closely in developing an outstanding medical center and provide one level of services to the community, was created.

After a site visit in 1973, the Joint Commission on Accreditation for Hospitals approved San Francisco General Hospital for full accreditation for two years. The hospital had been placed on probation for two successive years as a result of deficiencies, many relating to the structure of the old buildings. In response to the Joint Commission on Accreditation for Hospitals, the hospital successfully organized a concerted effort to correct these deficiencies.

As San Francisco General Hospital has changed from a facility primarily caring for patients with all types of illnesses, including chronic disease, tuberculosis and psychiatric illnesses to a comprehensive Medical Center which provides not only highly specialized inpatient services but also a wide range of outpatient and community services.

A major effort over the past year has been the development and reorganization of five primary care health centers. The Adult Health Center was reorganized from existing clinics. It combines General Medicine and General Surgery as well as Specialty Clinics and Employees Health Service. The Children's Health Center includes Pediatric, General and Specialty Clinics and related learning problem programs, such as the Latino Assessment Center. A new Family Health Center was begun this past year, which is now reaching full capacity in providing care to both adults, children and their families. This Health Center is also the home base for the newly developed Family Practice Residency Program, which has attracted national recognition.



The South of Market Health Center is a satellit clinic, now temporarily housed at the Canon Kip Community House. It will be moving into a newly remodelled facility at Russ and Minna Streets in the next year. A second satellite clinic is being developed for Potrero Hill and should open in April, 1975.

Construction of the new Medical Center should be completed by June, 1975. The new facility includes 590 beds and a five-story outpatient clinic building. It will have over one million square feet of space and will be seven stories. Its modern design will provide a more pleasant environment for both patients and staff, will enable the staff to provide the highest quality of care, and will be more efficient to operate than the existing hospital.

In August, 1973, the Director of Public Health appointed an Interim Community Advisory Board for San Francisco General Hospital to act as an advocate for the hospital and the health care delivery system; to be liaison between the hospital and the community; and to assist the Director in planning programs and services, for the new hospital, which are more responsive to community needs. The Community Advisory Board is composed of representatives of all major districts of the City and selected individuals with expertise in certain specialized fields.

EMERGENCY SERVICES.....The goal of the San Francisco Emergency Medical Care Services is to provide the highest quality of care to the critically ill and injured from the time of need until the patient is taken to a facility for definitive treatment. During the past two years the City and County of San Francisco has made a major commitment to the improvement and expansion of the emergency medical care system. In 1973-74 many major steps were taken to improve the system: a new emergency communications system was instituted; twelve new ambulances, with the most modern equipment, were purchased; training programs for emergency medical personnel were conducted; the Center for Victims of Sexual Assault was improved; and the Department received grants totaling \$821,923 to improve and upgrade the emergency medical care system.

LAGUNA HONDA HOSPITAL.....Laguna Honda continues its trend towards becoming more of an acute care and extended nursing care program. As a result of a change in the patient population, there has been a functional change in services with Laguna Honda providing several levels of care for patients: the chronically ill elderly with acute problems





11

requiring more extensive care; patients that require extended and nursing home care; and patients that require rehabilitative and out-patient services.

There is an increasing number of chronically ill patients in San Francisco. This type of patient requires a great deal more nursing care and ancillary services. This change has been brought about primarily by Medicare and Medi-Cal length of stay criteria, which limits payment in an acute facility for a given illness, thus necessitating the transfer of patients earlier than in the past. This has resulted in the admission of patients who need intensive nursing and medical care. If this continues it will be imperative to increase nursing staffs or the level of patient care will suffer. The only other alternative would be to limit admissions of chronically ill to current levels, which would force the transfer of many Medi-Cal patients to out-of-County facilities, because Medi-Cal beds in San Francisco are limited.

During the nine day strike of City employees, services at Laguna Honda Hospital were maintained through the efforts of dedicated physicians, nurses, and other hospital personnel, who were supported by many volunteers. As a result of the many extra hours of work by hospital personnel and the hundreds of hours of work by volunteers in the laundry, food services, custodial services, as well as in direct patient care, it was possible to maintain the highest quality of care for the patients during this difficult period.

Laguna Honda Hospital continues to serve the citizens of San Francisco as their primary hospital for the chronically ill in the field of internal medicine, physical medicine and both physical and alcoholic rehabilitations. It remains the largest hospital in San Francisco and the second largest in California. The operation of a chronic disease hospital of this size requires a well coordinated medical program and devotion of all its staff to patient care. New programs reflect these changes--an Outpatient Department, Brain Trauma Program, improved medical and nursing services and more advanced X-ray services. Laguna Honda Hospital is an accredited Hospital and Rehabilitation Center, which finances most of its programs with State and Federal monies.

COMMUNITY MENTAL HEALTH SERVICES.....During the past year Community Mental Health Services has succeeded in further implementing a comprehensive mental health service system. A broad spectrum of mental health services are provided by both county-operated and privately-operated facilities at nearly 100 different locations throughout the City. The availability and accessibility of services increased last year through new and expanded programs.



In 1973-74, Community Mental Health Services was able to augment existing services and begin new programs for children, adult and geriatric patients as well as specialized programs for persons with alcohol and drug abuse problems. Many of these new or increased services were made possible through continuing federal grants and contracts totalling \$8,000,000. In December, 1973, the John Hall Medical Society, a contract agency of Bayview Mental Health Center, received a one-year NIMH grant of \$271,000 for Children's services.

New, improved and expanded mental health services have resulted in a reduction of the number of patients that require hospitalization in local or State hospitals. Experience in recent years has demonstrated that many patients can be provided better treatment in the community where they reside, provided there are adequate programs and facilities. During the past three years, there has been a trend to return a large number of patients from State hospitals to San Francisco without insuring there would be appropriate and adequate services to meet the patients' needs. This problem has arisen because of lack of funds to provide the needed services. As a result, many mentally ill and mentally retarded patients are not receiving proper services. This practice returning patients to the community from a State hospital without the existence of adequate aftercare services is tantamount to telling the patient "to get lost" in the community.

Citizen advisory boards, as well as community agencies and individuals, have continued to serve an important role by representing and articulating the needs of their communities. The Mental Health Advisory Board, the City-Wide Alcoholism Advisory Board, the Technical Advisory Committee on Drug Abuse and the five district advisory boards have assisted Community Mental Health Services staff in reviewing existing services and planning new programs.

Funding of Community Mental Health Services programs derives largely from federal and state sources with the City/County contributing matching monies. In addition to the line-item budget form required in the City/County budget process, Community Mental Health Services prepares a program budget using the form developed by the State Department of Health as a part of its cost reporting and data collection system. Basically, the program budget distributes all costs to four types of services: inpatient, outpatient, partial-day care, and community service. The program budget for provides a useful mechanism for evaluating the cost and productivity of the district Mental Health Centers and specialty services.



PERSONNEL.....In July, 1973, a Civil Service Unit was established in the Department of Public Health. This represents the first decentralization of Civil Service function in the City government. The purpose of the Department of Public Health Civil Service Unit is to conduct the recruitment and examination of employees for the Department and the classification of positions within the Department, with particular emphasis on San Francisco General Hospital. To date, the unit has vastly improved DPH's personnel situation, though many problems remain to be solved.

BUDGET.....During the past five years, DPH has operated completely within the appropriation budget, with an annual surplus ranging from 4.4 percent to 11.6 percent. This surplus was after funds were re-appropriated during the year to cover emergencies and grossly under-budgeted items.

The experience of the Department in managing its budget makes a strong case for program budgeting. It should be possible to have actual funding be three (3) percent below the program budget. This would represent a savings close to three million dollars which would not have to be placed on the local property tax base.



## PUBLIC WORKS

SOLID WASTE MANAGEMENT.....Hauling of solid waste from San Francisco to Mountain View is now in its fourth year of a 5-year agreement we made with the scavenger companies and the City of Mountain View. By the end of FY 1973-74, San Francisco hauled approximately 2,000,000 tons of waste and placed it in a top-grade manner to facilitate the development of a 540-acre regional park on top of the filled area. The majority of the filled and covered area is now ready to receive top soil and landscaping.

Last year DPW reported a serious problem with respect to obtaining a Corps of Engineers' permit for the fill and park project. In July, 1973, after a big public hearing before several hundred people, the Corps issued the permit. However, the issuance of the permit was immediately challenged in the federal courts. The federal court in September, 1973 ruled in DPW's favor, but the court also stipulated that San Francisco, Mountain View and the scavenger companies must set aside acreage for and develop a wildlife mitigation area. Through allowances in the refuse collection and disposal rates, funds for such a development are now being accumulated by the scavenger companies.

FACE Program.... As of June 30, 1974, seven years of rehabilitation work had been completed or was still underway in the seven FACE areas under the auspices of the City's Federally Assisted Code Enforcement (FACE) Program, which is administered by the Division of Property Conservation.

The Public Improvement projects, which essentially are complete for all seven FACE areas, consist of such items as street widening and resurfacing, sidewalks, curbs and gutters reconstruction, traffic lights installation, and planting of street trees.

With respect to the initial four FACE areas (01) Arguello Park, (02) Buena Vista Heights, (03) Glen Park and (04) Great Highway, the program essentially was completed in October 1970 with 92% of the buildings certified to be in compliance. The remaining buildings were undergoing either code compliance rehabilitation or were in litigation. As of June 30, 1974, in areas 1-4, 79 buildings (2.6% of total) were still active and, of these, 62 (about 2% of total) were in litigation.

In areas 5-7, (05) Alamo Square, (06) Bernal Heights and (07) Duboce Triangle, 935 (over 58% of total buildings in Areas





5-7) have been certified to be in compliance as of June 30, 1974. Of the remainder(676), almost 8.9% (of total in Areas 5-7) are in litigation and not working, with the other in various stages of completion. The current contract (7th Amendatory) with the U. S. Department of Housing and Urban Development (HUD) terminates December 31, 1974. Due to such factors as adequate SEc. 312 loan funds not being available, it is not considered that 95% of the buildings (a HUD requirement), excluding those in litigation and not working, will be in compliance any earlier than June 30, 1975.

Two areas were designated under the Rehabilitation Assistance Program (RAP). These are Upper Ashbury and Inner Richmond. It was estimated that of the 2656 buildings in both areas (1461 in Upper Ashbury and 1195 in Inner Richmond), 2370 (89%) were in code violation, with 20 to be demolished. A total of 23 families and 229 individuals were projected to be relocated. The RAP areas would utilize low interest loans from the City, who, in turn, will borrow same from the Bank of America.

As of January 1, 1975, Special Revenue Sharing of Federal Community Development funds will commence. This will establish an entirely new procedure and funding mechanism for rehabilitation. The decision on funding allocation will rest totally within the City's regular budgetary procedures under the Charter.

FREEWAY CONSTRUCTION.....A Resolution passed by the Board of Supervisors last December invited the California Department of Transportation to consult with the City staff to investigate alternatives to the original planned routing of Interstate Route 280. The Department of Transportation has been actively cooperating with the City staff in these studies over the past four months.

Studies of the alternative routes to connect Interstate 280 with the San Francisco-Oakland Bay Bridge are expected to be ready for review by the San Francisco Board of Supervisors in September of this year.

In the meantime the half-mile extension of the Route 280 freeway from 6th Street to its new terminus at 3rd Street was completed last February and is now carrying traffic in the east-bound direction only. This viaduct project was under construction for a period of almost two and one-half years at a cost of \$9,700,000.

Westbound traffic will be unable to use the new 3rd to 6th Street extension until such time as the 4th Street on-ramp can be constructed. The Public Utilities Commission ruling approving the relocation of the Southern Pacific Rail-



10

road Station one block west from 3rd to 4th Streets, was finalized in June 1974.

Such a relocation will remove the railroad tracks from where they now cross 4th Street. The tracks now impeded the flow of 4th Street traffic. Under the station relocation proposal, 4th Street would then be opened to permit uninterrupted access to the proposed 4th Street on-ramp for westbound travel on the Route 280 extension. Work on this phase of the Route 280 project will be resumed when right-of-way problems with the Railroad are resolved.

Completion of the reconstruction of the retaining wall along Route 280, between Sickles Avenue to 0.4 mile south of Ocean Avenue was accomplished in early summer 1974.

The new cantilever-type wall replaces the concrete crib wall which failed last year due to a slipout caused by heavy winter rains. In addition a new underground drainage system will prevent the buildup of ground water which, it is believed, contributed to the failure last year. Cayuga playground below the freeway is being restored to its original condition.

Hensel Phelps Construction Company began work on the project last summer under a \$442,200 contract.

A contract was awarded in February 1974 for the installation of bridge restrainer units to provide improved earthquake resistance on structures along three freeway routes in San Francisco- Route 80, Route 101 and Route 480.

The Fast Ones Company will be doing the work on the project which includes the Bayshore and Central viaducts on Route 101, The Embarcadero viaduct on Interstate 480 and the terminal separation at the junction of Interstate Routes 80 and 480. The cost of the restrainer project will be approximately \$1,715,705.

Restrainer units are designed to provide additional protection against the strain applied by earthquake movement. Concrete slabs, which serve as bridge decks, are hinged together in such a way as to support one another. The restrainer units span the concrete hinges so that the bridge decks will support each other in the event of earth movement. Sufficient space allowance remains however to permit the normal expansion and contraction caused by variations in temperature.

There are restrainer units designed for two types of bridge structures on these projects - the concrete box girder and the steel girder.



17

The restrainer units for the steel structure will be installed on the Bayshore viaduct. The Central viaduct and the terminal separation will combine restrainer units for both concrete box girder and the steel girder structure. The restrainer unit designed for the box girder type of structure will be installed on the Embarcadero viaduct on Interstate 480.

In addition to the earthquake restrainer units, repairs will also be made on the existing deck joint sealants at various locations where needed on the Central Freeway.

Work on the installation of the restrainer project began on March 20, and is scheduled for completion around the end of the year.

To improve the safety and maneuverability for motorists desiring to change freeway lanes, the California Department of Transportation (CALTRANS) awarded a contract in February 1974 to the R. Flatland Company for the construction and modification of directional signs along the James Lick Freeway (Route 101) in San Francisco and San Mateo Counties.

The locations of the sign structures affected by the modification project in San Francisco County are from 0.4 mile south of Army Street to the Army Street undercrossing; and in San Mateo County at the Knowles Avenue overcrossing of Interstate 280 in Daly City.

The signs will be modified in locations where motorists have encountered some difficulty in choosing their desired lane far enough in advance to anticipate the necessary turning movement.

The \$114,000 sign modification project was scheduled for completion in summer 1974.

The California Department of Transportation engaged in a cooperative safety project with the City of San Francisco.

The work which is now completed included the installation of 22 progressive traffic signals on the center traffic islands at 22 intersections along Van Ness Avenue near Civic Center north to Lombard Street near the Marina.

The project also included the construction of a left-turn storage lane for northbound traffic at Geary Street, and the closure of the left-turn lanes at Post and Sutter Streets.



18

The existing traffic signals have been mounted at the right and left corners of the intersections, and their visibility is frequently obscured by large trucks and buses. Relocation to the center islands will prevent such interference.

The City of San Francisco has prepared the plans and specifications for the project and administered the contract for the work. The State contributed \$47,000 of the estimated total cost from the State highway funds. The City of San Francisco shared approximately \$37,000 of the total \$84,000 allocation.

The second project to improve Route 101 through San Francisco (Van Ness Avenue) is scheduled to begin early next year, following the signal modification described above.

The resurfacing of Van Ness Avenue from Golden Gate Avenue to Lombard, in addition to one block of Golden Gate from Franklin Street to Van Ness Avenue, will be part of a \$190,000 improvement project for one of San Francisco's major thoroughfares. A contract is scheduled to be advertised in early summer this year for the installation of vehicle impact energy attenuators in seven locations in the downtown San Francisco freeway complex. Approximately \$150,000 has been allocated for the safety precautions which are designed to absorb the impact of errant vehicles by means of hydraulic or sand-filled "cushions" at the gore points.

Under contract, sand-filled attenuators will be placed at the northbound off-ramp on Route 480 at Washington Street. Hydraulic attenuators will be installed at six locations as follows: Southbound Route 480 at the Folsom and Fremont Streets offramps; northbound Route 480 from Bayshore Freeway at the Main and Washington Street separations; Route 80 westbound at the 5th to 3rd Street viaduct; northbound Route 280 from the Bay Bridge at the Main and Washington Streets terminal separations; northbound 280 at the Main and Fremont separation and southbound 480 at the junction of Route 280 and the San Francisco-Oakland Bay Bridge.

In March 1975, contract bids will be invited for the construction of a northbound auxiliary lane from 0.3 mile south of Candlestick Park to 0.2 mile north of the stadium.

Approximately \$330,000 has been allocated for the project, which is planned to assist the acceleration of exit traffic by sports fans leaving Candlestick Park after the games.

A project to replace the lighting fixtures along Route 1 from Lake Street to north of Funston Tunnel is scheduled to be





advertised for bids in the Fall of 1974. Approximately \$500,000 has been allocated for the project.

This illumination contract will be the second project undertaken by the California Department of Transportation to improve safety facilities on the heavily traveled route from Park Presidio to Route 1 junction with Route 480 (Doyle Drive) just south of the Golden Gate Bridge.

Just a year ago a one-mile-long concrete safety median barrier was constructed through the Funston Tunnel to separate the opposing lanes of traffic.

In addition to the above Funston Tunnel project to improve the safety features on the southern approaches to the Golden Gate Bridge, the California Department of Transportation is working with representatives of the City of San Francisco to reach concurrence on details for the improvement of the Doyle Drive approach to the Golden Gate Bridge.

The draft of the environmental impact statement has been circulated among interested citizens and agencies, and last October a public design hearing was held in San Francisco.



## FINANCE AND RECORDS

This department is comprised of several county offices, grouped together under one administrative head, the Director of Finance and Records. The Director oversees the Registrar-Recorder, County Clerk, Tax Collector, Public Administrator, and Agriculture and Weights and Measures. In addition, the Director Records Center and Farmers' Market.

In conjunction with the retirements of Mr. Martin Mongan, County Clerk-Recorder, and Mr. Emmery Mihaly, Registrar of Voters, the consolidated position of County Clerk-Recorder was separated, and a consolidated position of Registrar of Voters-Recorder, was established.

Personnel shortages existed in most offices, due to budgetary restrictions and the non-availability of eligibles from Civil Service lists. First steps to revamp services in the County Clerk's Office were undertaken in accordance with an Operations Analysis Program in-depth survey.



21

## PURCHASING

.....The Purchasing Department during FY 1973-74 expended \$33,134,213 through Purchase Orders; \$53,824,210 through Encumbrance Requests and approximately \$2,518,652 through Contract Certification, for a total of \$89,477,075.

Charges by the Reproduction Bureau for printing, mimeographing, blueprinting, etc., increased from \$227,000 in the previous fiscal year to \$256,000, due generally to the increased costs of materials and supplies.

The Bureau of Central Shops furnished maintenance, repair and service for 2,674 motorized units of the City-owned fleet, an increase of 162 units over the previous fiscal year. 1,216,017 gallons of gasoline were dispensed.

The Bureau of Stores and Equipment staffs the City's major storerooms, maintains inventory control of City-owned equipment and is responsible for the sale of surplus City equipment and supplies. Sales of these items amounted to \$2,028,099.

The workload and pressures on the Purchasing Department were increased considerably during the past fiscal year for many reasons:

- .Dramatic shortages in many commodities-- principally petroleum, paper, plastics, chemicals, and steel products among others.

- .Spiraling price increases as high as 300% in some instances.

- .Failure of contractors to submit firm bids, resulting in the acceptance of escalation clauses.

- .Large increases in contracts for supplies and equipment using federal grant funds.

- .Shortage of and difficulties in obtaining replacement personnel.

Because of the foregoing, the department, and especially the buying staff, was forced to spend considerably more time on each order or bid processed to assure maximum buying power of City dollars. Very few orders processed could be considered routine; and even term contracts have been adversely affected by shortening the terms in some cases or by the addition of escalation clauses. These requirements were essential in order to obtain bids. Given the current state of economic uncertainty and hyper-inflation, a return to business as usual cannot be foreseen by the purchasing department.



## DEPARTMENT OF ELECTRICITY

.....During FY 1973-74, the Department of Electricity provided planning, design, engineering, maintenance and repair of police and fire communications systems and radio communication systems for all City departments; maintenance and repair of all traffic signals, maintenance and repair of parking meters and operation of our Central Fire Alarm Station.

The Department also tested and maintained the City's Air Raid Siren System and the Auxiliary Fire Alarm Systems in the 126 public schools; continued the conversion of our outside plant facilities from overhead to underground in accord with the City's Underground District Program, and relocated Department of Electricity facilities as required due to BART construction, freeway construction and redevelopment projects.

The cost of operating the Department of Electricity during the fiscal year 1973-74 was 9.4% greater than for fiscal year 1972-73, but was \$111,820 less than budgeted.

In addition to routine maintenance work, special work was performed for various City departments and private contractors, amounting to \$514,211, a decrease of \$287,363 from the preceding fiscal year. The Department is now engaged in implementing the Fire Department Command and Control System.

On June 30, 1974 there were 15,360 parking meters installed on City streets and 825 in off-street parking lots. Traffic and vandalism damage to parking meters amounted to \$30,350 in material costs, an increase of \$6,400 over last year. It was necessary to clear 158,344 intentionally jammed parking meters.

Work is continuing on the communications system for Emergency Medical Services which will provide for bio-medical telemetry. Police communications facilities were transferred to a new location in the Hall of Justice to allow for computer assisted dispatch.

Continuing liaison is maintained with the Office of Emergency Services to provide communications under Disaster operations with emphasis now on earthquake response.

The General Manager, Department of Electricity, is chairman of the Ad Hoc Committee for 911 "Single Emergency Telephone Number". The committee is planning to have 911 available for San Francisco by September 1, 1975.





## REAL ESTATE

.....The Real Estate Department provides a variety of property management and related services for all City departments: property appraisals and negotiating acquisitions of property for street widenings and extensions, parks and schools; special study and appraisal projects; disposal of surplus property; jurisdictional transfers; management of City-owned facilities, advice pertaining to real estate matters; loan and finance service to Property Conservation programs; and maintenance of property records pertaining to City, School, and Community College districts.

Major programs continue to occupy the work of the department. Property Management functions were performed to handle City property rentals, management of parking facilities, neighborhood facilities, and Hallidie Plaza, management of the Civic Auditorium and Brooks Hall. Real Estate services were provided for the Department of Public Works, Parking Authority, Department of Social Services, Tax Collector, Fire Department, Department of Public Health, City Attorney, Library Department, Recreation and Park Department, Courts, Community College District, Port Commission, Mayor's Office, San Francisco Unified School District, Redevelopment Agency, Board of Supervisors, Chief Administrative Officer, Airport, Hetch Hetchy and Water Departments, and the Municipal Railway.

Because the functions of this department are mainly supported by interdepartmental work orders, funds are not always available for timely completion of projects. It is believed that many problems of delay could be solved and considerable savings achieved if the staff were placed in budgeted positions.



CHIEF MEDICAL-EXAMINER-CORONER

.....The office of the Chief Medical Examiner-Coroner has been established by State Law to certify the causes and circumstances of death in all cases where death is due to unnatural causes, as well as those natural deaths in which a physician is legally unable to state the cause of death. This office then conducts an investigation, performs necropsies, takes charge of property and evidence, makes identification, notifies the next of kin, and conducts a formal inquest under the authority granted by state law.

The Coroner's purpose is to investigate and determine the cause of death, specifically where it may be due to unnatural causes. There is a distinct responsibility to present the results of these findings to courts of law, as well as to compile and analyze these data in order to further forensic and medical knowledge.

In addition, this office provides educational programs for a variety of medical and non-medical individuals with the specific goal of improving the judicial and medical status of the community.

At a time when crime is increasing in our nation, this office has investigated 137 homicides over the past year (the second highest number in this country over the last 10 years), as well as diagnosed 57 deaths due to narcotic overdoses. This latter figure represents the highest per capita death rate due to narcotics in the United States, and indications are that the number is still increasing.

Only by an active program of training and research, such as our California Council on Criminal Justice program on Drug Abuse in Criminal Deaths in San Francisco, can this office continue to identify and initiate treatment for criminal and drug related problems in San Francisco.



25

CALIFORNIA ACADEMY OF SCIENCES

.....The Academy operates Steinhart Aquarium, as provided in the Charter of the City and County of San Francisco, with support from the City and County. It also operates a large public museum, planetarium and research complex, supported by private and self-generated funds.

Dr. John A. McCosker was appointed Superintendent of Steinhart Aquarium effective 1 September 1973, succeeding Dr. Earl S. Herald, who died in January in a diving accident.

There were 1,201,912 visitors during the fiscal year of whom 681,060 paid a nominal admission charge, producing \$314,892 in operating revenue. The operating budget was \$2,072,091, of which the City and County provided \$748,521.

A building program is underway. An addition to the aquarium is underway, costing \$1,051,800 a gift to the City from the G.H.C. Meyer Family Foundation. A Hall of Man addition, which will cost \$3,350,000, is a gift from the Paul L. and Phyllis Wattis Foundation and many other generous donors. The Academy complex belongs to the City and County of San Francisco, but was constructed with private funds and is largely supported with private funds. It is San Francisco's most popular natural history attraction.

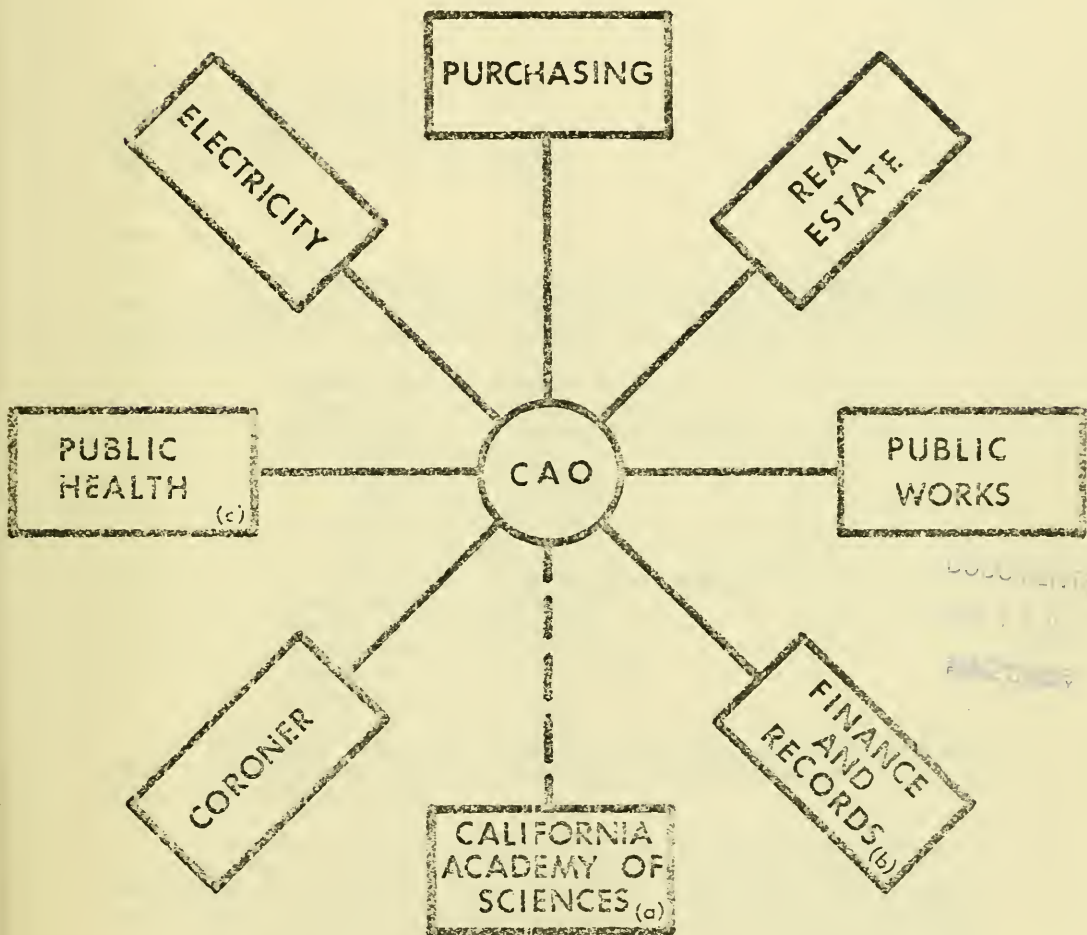


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Documents

ANNUAL REPORT OF THE  
CHIEF ADMINISTRATIVE OFFICER  
FY 1974-1975



600 12/1/75

600 12/1/75

(a) public facilities partially supported by City & County

(b) including: Agriculture and Weights & Measures, County Clerk, Registrar-Recorder, Tax Collector

(c) including: S.F. General Hospital, Laguna Honda, Emergency Ambulance services, Community Mental Health services







OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

---

THOMAS J. MELLON  
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102  
415/558-4851

August 29, 1975

The Honorable Joseph L. Alioto  
Mayor of San Francisco  
200 City Hall  
San Francisco, California 94102

Dear Mayor Alioto:

The Chief Administrative Officer (CAO) is responsible for the long-range planning, supervision and coordination of the departments under his jurisdiction; namely:

- Department of Public Health
- Department of Public Works
- Department of Finance & Records
  - County Clerk
  - Registrar-Recorder
  - Public Administrator
  - Tax Collector
  - Record Center
- Agriculture-Weights & Measures
- Real Estate Department
- Purchasing Department
- Department of Electricity
- Coroner
- Academy of Sciences.

Together these departments in FY 1974-75 employed more than 7,000 persons and had combined operating budgets of more than \$153 million.

The CAO's office is staffed by 15 employees made up of management, fiscal and operational analysts, employee relations specialists, accounting and stenographic personnel (see attached organizational chart). Included in this staff is a small central office; six full-time operations analysts to evaluate service delivery within CAO departments; and an Employee Relations Division (ERD) to coordinate an integrated City-wide labor-management program.

...Continued



EMPLOYEE RELATIONS...The CAO's office continued implementation of Ord. 409-73, the Employee Relations Ordinance. A Charter Amendment was approved by the electorate in November 1974 which allowed the CAO to appoint a non-civil service Employee Relations Director. Full staffing of the CAO's Employee Relations Division (ERD) was completed when Roy Wesley was appointed Employee Relations Director by the CAO. Mr. Wesley brings extensive experience in the field of labor-management relations to San Francisco, most recently from his past position as Assistant City Manager in Spokane, Washington.

ERD is now fully operative. The Employee Relations Director has assumed the responsibilities of chief negotiator and representative of city management during all discussions with labor organizations, except those representing firemen and policemen who do not fall under the ordinance. The ER Director is holding on-going caucuses with the Board of Supervisors to keep them apprised on all labor-management matters. In addition, ERD is actively cooperating with the Municipal Employee Relations Panel in holding unit representation elections.

The Municipal Employee Relations Panel (MERP), the impartial body which mediates disputes between labor representatives on the one hand, and the City represented by ERD on the other, is also fully operational with three appointed panelists and support staff. MERP no longer needs CAO start-up assistance and is now fiscally and administratively an independent City department.

OPERATIONS ANALYSIS...The Operations Analysis Program, now in its third year, continued to effect economies by improving service deliveries within CAO departments. Studies completed during the year included analyses of cost-savings and cost-effectiveness benefits of Public Health's Dental Bureau, Public Health's laundry facilities and the Purchaser's billing procedures; modernization of the County Clerk's operations; and the establishment of a training program for all City janitorial personnel.

Of the original six Phase I CAO Operations Analysts, three remain in the program currently on assignment at SF General Hospital to assist in the move to the new Medical Center. The two other analysts were promoted along Civil Service lines out of OA to the Senior Management Assistant classification. Eight Phase II analysts are currently

...Continued



Joseph L. Alioto  
August 29, 1975  
Page 3.

employed by the SFPD, SFFD and PUC-MUNI, in addition to the CAO analysts.

Training monies are now being sought for a Phase III program to train a team of new analysts, provide additional training for Phase I and II analysts, and hire a full-time Senior Analyst to supervise the program.

YERBA BUENA CENTER...The CAO continued to coordinate City efforts to develop Yerba Buena Center (YBC) public facilities. Frequent conferences and meetings on design, financing and construction work between the SF Redevelopment Agency and other city departments required a majority of the CAO's time. During FY 1974-75, design was completed, the site was cleared, bids were received, and bonding procedures hammered out. However, the project, which looked ready for ground-breaking in early 1975, was temporarily stalled by the end of the fiscal year, beleaguered by a lawsuit challenging the method of financing. The CAO remains ready to coordinate the City's efforts to build YBC once the latest setbacks are resolved.

CAPITAL IMPROVEMENT ADVISORY COMMITTEE...Chaired by the CAO, the Committee undertook the annual review of city department fund requests for capital improvements, replacement and reconstruction, and maintenance and repair of the City's capital plant for FY 1974-75. Priority recommendations were assigned to these fund requests and compiled in the Committee's annual report to the Mayor and the Board of Supervisors. The Committee wrote and submitted to the Mayor and the Board the seventh edition of a "Recommended Six-Year Capital Improvement Program" for SF, which included priority recommendations on proposed capital improvement bond issues together with a suggested schedule of years in which these bond issues might best be put before the people.

VOTING EQUIPMENT ADVISORY COMMITTEE (VEAC)...The CAO continued to chair monthly meetings of VEAC, whose members spent many hours in thoroughly researching the voting equipment alternatives available to the City. The Committee's final report was submitted to the Board of Supervisors in March 1975 and the Committee disbanded. All members of the Committee, from both City departments and the private sector, are to be commended for their participation.

...Continued



ELECTRONIC DATA PROCESSING PRIORITY COMMITTEE (EDPPC)

...The Committee has met on an intermittent basis during the past year to review proposals submitted by various City departments. But in performing this activity as well as the task of providing long term planning, the Committee was greatly hampered by the absence of qualified staff assistants. Although the Mayor's Office approved a budget request for committee staff support, the Board of Supervisors was unable to afford this request. Consequently, the Committee will be hard-pressed to fully realize the cost-savings and cost-effectiveness recommendations that it could otherwise make to improve dp operations. Despite this handicap, the Committee has provided valuable input to utilize existing data processing. The four private sector committee members, as well as departmental members of the Committee, deserve to be recognized for their many hours of service in an attempt to meet the Committee's charge as set out in the ordinance.

CENTRAL SAFETY COMMITTEE...Now in its thirteenth year, this committee chaired by the CAO continues its monthly meetings to advise City departments on employee health and safety hazards. The advent of the California Occupational Safety and Hazards Act (CAL/OSHA) in January 1973 continued to burden City departments as inspections and subsequent citations by the State Department of Industrial Safety increased. The CAO's office expects to re-evaluate the current safety program during the coming months to determine if there is a more effective system for handling the whole area of Loss Prevention in the City.

LEGISLATIVE ANALYSIS...All bills introduced in the State Legislature were reviewed to spot those affecting CAO departments. Recommendations on bills of CAO importance were made through the City's State Legislation Committee, of which the CAO is a member. On occasion, the CAO and/or his staff representative attended legislative committee meetings to present the City's position on pending legislation, especially in the fields of employee relations and public health.

PUBLICITY AND ADVERTISING FUND...Administration of the P&A Fund obligated the CAO to participate in the planning of many major civic events. Funds were allocated to many organizations whose activities are significant to the City's overall publicity and advertising goals. This office arranged SF's exhibits at the California State Fair and the San Mateo County Fair. Also, the CAO's office

...Continued





Joseph L. Alioto  
August 29, 1975  
Page 5.

oversaw the design and construction of the City's award winning float entry in the 1975 Pasadena Tournament of Roses Parade.

The P&A Fund is supported by the Hotel Room Tax, which also is used to support YEC planning costs and debt service on Candlestick Park improvement bonds. During FY 1974-75, P&A received \$2.7 million from the Hotel Tax. In addition to the more than 80 organizations which received a portion of this allocation, the CAO used unappropriated Hotel Tax surpluses to help fund the Chinese Archaeological Exhibit at the Asian Art Museum and the SF Unified School District after-hours cultural and dramatic program.

REGIONAL SERVICE COMMITTEE (RSC)...The RSC is chaired by the CAO and meets quarterly. The RSC conducts an active program, designed to maintain and improve SF's relations with surrounding jurisdictions, especially in rural areas. Working closely with the Public Utilities Commission, the RSC provided public relations support in those out-of-town areas where the PUC operates. The RSC hosted several meetings of local, state and federal officials to foster sound, productive intergovernmental relations. In summary, the combined impact of RSC activities maintains and builds cooperative ties with our Bay Area neighbors with whom we share common interests.

Aside from all the activities described above, the primary responsibility of the Chief Administrative Officer is the supervision and control of departments under his direct jurisdiction. Annual reports from all CAO departments will, Mayor Alioto, be forwarded to you under separate cover. Detailed information concerning a number of matters mentioned above will be found in these reports along with program details requested in your August 7, 1975 letter.

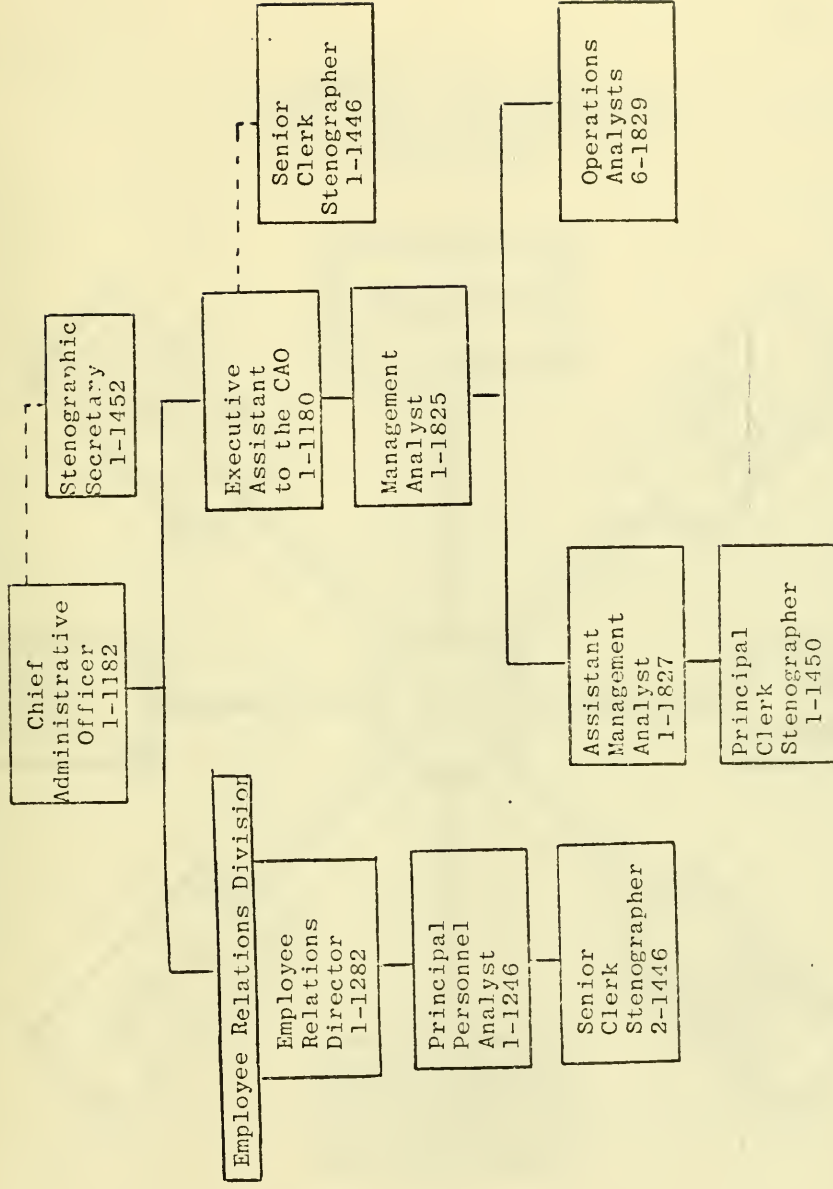
This office has genuine appreciation for you and the members of the Board of Supervisors for the consideration given to our requests and recommendations.

Very truly yours,

  
Thomas J. Mellon  
Chief Administrative Officer

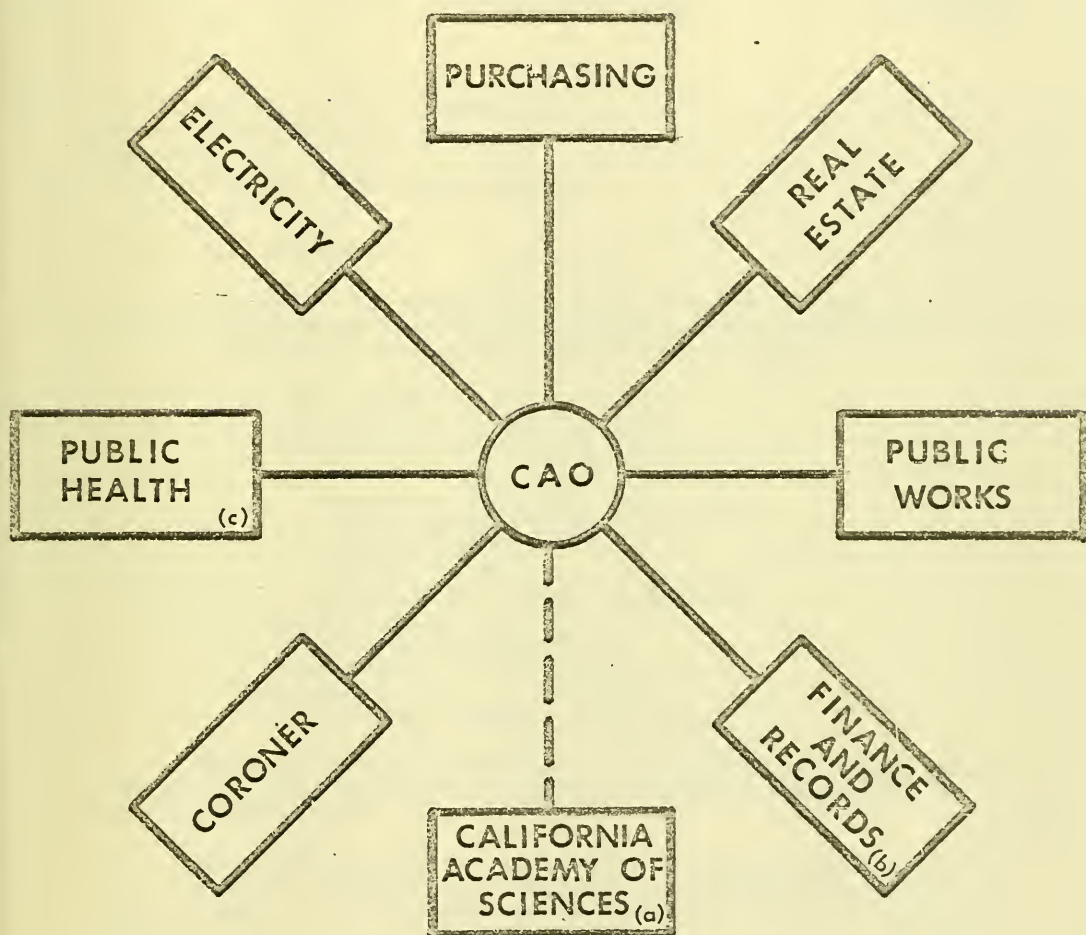


Office of Chief Administrative Officer





ANNUAL REPORT OF THE  
CHIEF ADMINISTRATIVE OFFICER  
FY 1975-1976



(a) public facilities partially supported by City & County

(b) including: Agriculture and Weights & Measures, County Clerk, Registrar-Recorder, Tax Collector

(c) including: S.F. General Hospital, Laguna Honda, Emergency Ambulance services, Community Mental Health services





OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

THOMAS J. MELLON  
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102  
415/558-4851

15 September 1976

The Honorable George R. Moscone  
Mayor of San Francisco  
200 City Hall  
San Francisco, California 94102

Dear Mayor Moscone:

The Chief Administrative Officer (CAO) is responsible for the long-range planning, supervision and coordination of the departments under his jurisdiction; namely:

- .Department of Public Health
- .Department of Public Works
- .Department of Finance & Records
  - County Clerk
  - Registrar-Recorder
  - Public Administrator/Guardian
  - Tax Collector
  - Record Center
- .Agriculture/Weights & Measures
- .Real Estate
- .Purchasing Department
- .Department of Electricity
- .Coroner
- .California Academy of Sciences

Together the departments in FY 1975-76 employed more than 6,600 persons and had combined operating budgets of nearly \$170 million.

The CAO's office is staffed by 11 employees made up of an executive assistant, management and operations analysts, accounting and stenographic personnel (see attached organizational chart).

OPERATIONS ANALYSIS...The Operations Analysis Program, now in its fourth year, is currently being staffed by three of the original six Phase I analysts. The program, which

...Continued





George R. Moscone  
15 September 1976  
Page 2.

would normally seek to effect economies and improved levels of service within CAO departments, took on a new dimension this past year.

Two of the analysts were assigned to assist the move-planning team at San Francisco General Hospital in the planning and coordination of the move of personnel and equipment into the new San Francisco General Hospital Medical Center. These two analysts along with two General Hospital employees comprised the core of this move-planning team. The third analyst spent a majority of his time working with the Employee Relations Division (ERD), assisting in the organization and completion of employee unit designation elections.

In addition to the CAO analysts, five Phase II analysts are currently employed by the SFPD and PUC-MUNI.

EMPLOYEE RELATIONS DIVISION...The CAO's office continued implementation of Ord. 409-73, the Employee Relations Ordinance until February, 1976. With the resignation of Roy Wesley as Employee Relations Director, the Board of Supervisors appointed a new Director and assumed operational jurisdiction over ERD.

In June, the Municipal Employee Relations Panel (MERP) charged under Ord. 409-73 to act as the impartial hearing panel in the mediation of labor disputes was absorbed into the Civil Service Department.

YERBA BUENA CENTER...The CAO continued to act as the City's coordinator to develop the Yerba Buena Center (YBC) public facilities. The project became grounded in early 1975 by several lawsuits which questioned the manner of public financing. To break this impasse, Mayor Moscone established a YBC Select Committee, in March 1976, to which the CAO was appointed as one of 17 business, community and City representatives. At the time of this writing, the Committee is presenting its recommendations for the development of the South of Market YBC site to the Mayor. The Committee's recommendations include an above-ground convention hall as the central public facility. The CAO and his staff remain ready to coordinate the City's efforts to build YBC once the policy decisions are made on the new proposals.

CAPITAL IMPROVEMENT ADVISORY COMMITTEE (CIAC)...Chaired by the CAO, the Committee undertook the annual review of city department requests for capital improvements, replacement and reconstruction, and maintenance and repair of the City's capital plant for FY 1975-76. Priority recommendations were

...Continued



George R. Moscone  
15 September 1976  
Page 3.

assigned to these fund requests and compiled in the Committee's annual report to the Mayor and the Board of Supervisors. The Committee wrote and submitted to the Mayor and the Board the eighth edition of a "Recommended Six-year Capital Improvement Program" for San Francisco which included priority recommendations on proposed capital improvement bond issues together with a suggested schedule of years in which these bond issues might best be put before the people. The Committee took a strong position in its "Recommended Capital Improvement Program 1976-77 Budget Year" against the current practice of deferred maintenance and improvements. The following statistics indicate CIAC's recommendations and the finally appropriated Board of Supervisors amounts for Maintenance and Reconstruction and Replacement and Reconstruction for the past three years:

.Maintenance and Repair - Building & Structures

	FY 1973-74	FY 1974-75	FY 1975-76
CIAC Recommended:	\$3,873,500	\$4,130,800	\$4,211,700
Appropriated:	2,525,700	2,676,700	2,813,600

.Reconstruction and Replacement and Capital Improvement Program

CIAC Recommended:	\$37,162,000	\$31,417,300	\$36,305,400
Appropriated:	16,075,200	22,008,400	16,049,400

CENTRAL SAFETY COMMITTEE...Now in its fourteenth year, the Committee chaired by the CAO continues its monthly meetings to advise city departments on employee health and safety hazards. The advent of the California Occupational Safety and Hazards Act (CAL/OSHA) in January 1973 continued to burden City departments as inspections and subsequent citations by the State Department of Industrial Safety increased. During the past year, the CAO's office has instituted new reporting techniques which help to evaluate our approach toward the whole area of Loss Prevention in the City.

LEGISLATIVE ANALYSIS...All bills introduced in the State Legislature were reviewed to identify those affecting CAO departments. Recommendations on bills of CAO importance were made through the City's State Legislation Committee, of which the CAO is a member. On 30 June 1976, the Mayor disbanded the Legislative Advocate Office in Sacramento and a new process must soon be established to transmit departmental and City policy on bills affecting San Francisco government to the Legislature.

...Continued



George R. Moscone  
15 September 1976  
Page 4.

PUBLICITY AND ADVERTISING FUND...Administration of the P&A Fund obligated the CAO to participate in the planning of many major civic events. Funds were allocated to many organizations whose activities are significant to the City's overall publicity and advertising goals. San Francisco's exhibits at the California State Fair and the San Mateo County Fair along with the City's award-winning entry in the 1976 Tournament of Roses Parade were all arranged through this office.

The P&A Fund is supported by the Hotel Room Tax, which is also used to support YBC planning costs and debt service on Candlestick Park improvement bonds. Hotel Tax collections amounted to \$8.8 million during FY 1975-76. During last fiscal year, P&A received \$2.97 million from the Hotel Tax Fund for distribution to various organizations: among them 62 cultural organizations receiving \$1,693,900; 12 promotional organizations receiving \$1,206,000; various annual celebrations and special events receiving \$42,100; and an unanticipated events account budgeted at \$28,000.

REGIONAL SERVICE COMMITTEE (RSC)...The RSC is chaired by the CAO and meets quarterly. The RSC conducts an active program designed to maintain and improve the City's relations with surrounding jurisdictions, especially the rural areas. Working closely with the Public Utilities Commission, the RSC provided public relations support in those out-of-town areas where PUC operates. The RSC, as has been the custom, hosted several meetings of local, state and federal officials to foster sound, productive intergovernmental relations. In summary, the continued impact of RSC activities maintains and builds cooperative ties with our Bay Area neighbors with whom we share many common interests.

The CAO and his Executive Assistant continued to represent the City at the Executive Committee of ABAG, the City Planning Commission, the League of California Cities, the Economic Opportunity Commission, the Criminal Justice Council, and other governmental meetings which might benefit the City.

Aside from the special activities described above, the primary responsibility of the Chief Administrative Officer is the supervision and control of departments under his direct jurisdiction. Annual reports from all CAO departments

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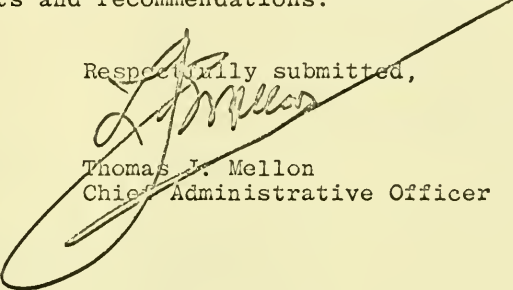


George R. Moscone  
15 September 1976  
Page 5.

will be forwarded to you under separate cover. Detailed information concerning a number of matters mentioned above will be found in these reports along with program details requested in your 19 July 1976 letter.

This office has genuine appreciation for you and the members of the Board of Supervisors for the consideration given to our requests and recommendations.

Respectfully submitted,

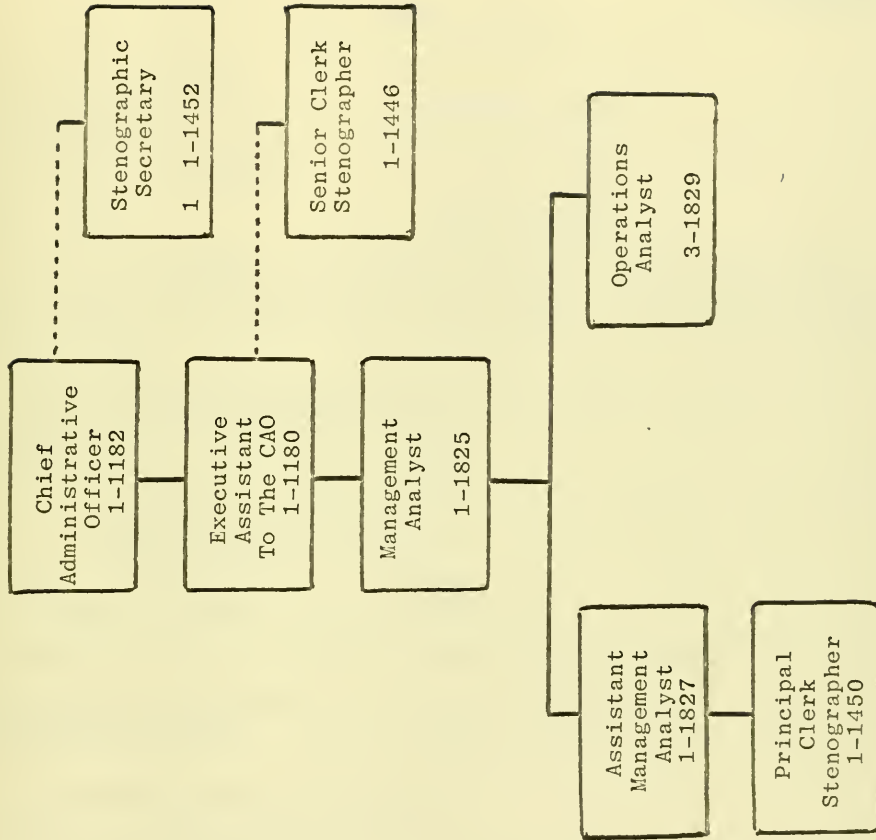


Thomas J. Mellon  
Chief Administrative Officer





Office of Chief Administrative Officer







OFFICE OF

## CHIEF ADMINISTRATIVE OFFICER

ROGER BOAS  
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102  
415/558-4851

October 31, 1979

The Honorable Dianne Feinstein  
Mayor of San Francisco  
City Hall, Room 200  
San Francisco, California 94102

Dear Mayor Feinstein:

It is with great pleasure that I submit to you this annual report of the Chief Administrative Officer for the fiscal year 1978-79. This report highlights the major challenges and accomplishments of this period. The principal accomplishments were as follows:

- o Sale of Lease Revenue Bonds and commencement of construction of the George R. Moscone Convention Center
- o Reorganization of three major programs
  - Department of Public Works
  - Department of Public Health
  - Special Projects
- o Wastewater Management Program approvals
- o Formation of San Francisco's Solid Waste Management Program

These events are described below, following a description of the Office of the Chief Administrative Officer.

### The Office of the Chief Administrative Officer

During the 1978-79 fiscal year the Office of the Chief Administrative Officer had responsibility for eight departments:

Department of Public Works  
Department of Public Health  
Coroner's Office  
Department of Electricity  
Department of Purchasing  
Department of Real Estate  
Department of Agriculture/Weights and Measures  
Governmental Services (Registrar/Recorder, Public Administrator/  
Public Guardian, Tax Collector & County Clerk)



The combined operating budgets for these departments represented \$171 million, or 19% of the City and County's budget, and the number of employees totaled 6,588.

The CAO was also charged with supervision over the development and construction of three Special Projects:

- George R. Moscone Convention Center
- Wastewater Management Program
- Solid Waste Management Program

In addition, the CAO had many other responsibilities ranging from the administration of the Hotel Tax Fund to serving ex-officio on the Planning Commission.

#### The George R. Moscone Convention Center

Groundbreaking ceremonies for the George R. Moscone Convention Center took place on August 10, 1978 and excavation was completed in April of 1979.

The support and leadership provided by George R. Moscone, Mayor of San Francisco, was primary in the effort to build the Center. In recognition of his vital contributions toward its realization the Convention Center was renamed in Mayor Moscone's honor by resolution of the Board of Supervisors on December 1, 1978.

Legal challenges to the development of the Convention Center dated back to 1967 and covered thirteen different actions. In May, 1979 these challenges were all settled in the City's favor and \$97 million of Lease Revenue Bonds were sold and delivered. Construction of the building began soon after. It has been estimated that the massive exhibit hall arches will be under construction by the end of 1979.

Of the thirteen contracts awarded for the major construction phase of the Moscone Center, \$12,281,712 of the \$73,008,257 in contracts went to minority business enterprises. In addition, all contractors agreed to comply with the Affirmative Action work force requirements.

With the Moscone Center scheduled for completion in the Fall of 1981, the project team has already begun to receive requests for information and reservations. The San Francisco Convention and Visitors Bureau has devised a marketing strategy and has already begun contacting groups to reserve space in the Center.

After long years of struggle the City can begin to look forward to the many benefits, such as revitalization of the South of Market Street area, increased jobs and City revenues which the Moscone Convention Center will bring to San Francisco.

#### Reorganization of Three Major Programs

To provide better control and more effective management, the following programs under the CAO were reorganized:



Department of Public Works. Major reorganization to centralize control in this Department took place in the Spring of 1979. Great strides were made in implementing the recommendations of the management consultant, resulting in additional revenues from permit fees of \$2 million and a savings in operating costs of \$2 million. Further savings are expected when the balance of the recommendations is completed.

Department of Public Health. Administrative responsibilities were reorganized in this Department to reduce the number of people reporting to the Director, resulting in actual dollar savings and better administration. The Department saw an increase in revenues and decreased its dependence on the Property Tax.

Office of Special Projects. Special Projects include the George R. Moscone Convention Center, Wastewater Program, and the Solid Waste Management Program. Mr. Albert J. Perini was appointed Director of Special Projects in January, 1979.

#### Wastewater Management Program Approvals

During the 1978-79 fiscal year major approvals for the Wastewater Program were obtained from the Regional Water Quality Control Board, resulting in a \$240 million savings for San Francisco. The City received permits for the Westside Facilities, specifically for the Ocean Outfall, Westside Transport, Westside Pump Station and Great Highway Restoration.

The Wastewater Program worked on eleven contracts, completing \$62 million worth of construction. A \$115 million contract was awarded for the Southeast Sewage Treatment Plant, a secondary treatment plant. In addition, bids in the amount of \$20 million were received for two tunnel contracts in the North Beach area.

The City received \$56 million in State and Federal grant money for the Wastewater Program. Of this money \$15 million was for planning and design. The number of jobs created by the Wastewater Program has increased from last year's 300 to 1,000 as of June, 1979.

During the fiscal year 1978-79 the Wastewater Program Affirmative Action/Minority Business Enterprise policy resulted in \$30 million to ethnic minority businesses, 42% of the construction management jobs to ethnic minorities and 50% of all construction jobs to ethnic minorities.

Planning has been completed for the Southwest Sewage Treatment Plant. Design of this facility, to be located on a 40 acre site immediately south of the Zoo, will commence in the Fall of 1979.

#### Formation of San Francisco's Solid Waste Management Program

The 1978-79 fiscal year was a formative one for the City's Solid Waste Management Program. After 1983 the City will no longer have a place to dump its daily 1500 tons of garbage and almost 500 tons of sewage sludge. In mid-1978 it became apparent that the size and complexity of the City's solid waste situation merited special attention.





Top priority for the CAO has been an intensive search to locate a suitable landfill site.

The City has also taken a leadership role in developing a disposal system, emphasizing source separation, recovery, and recycling. One proposal for waste disposal has been to burn the City's waste and generate electricity. A Program Manager was hired in January, 1979 to direct the Solid Waste Management Program.

#### Publicity and Advertising Fund

The CAO was responsible for distribution of revenues from the Hotel Room Tax. An amount of \$2.7 million was appropriated for the Publicity and Advertising (P&A) Fund from these revenues which supported 81 cultural and promotional organizations during the fiscal year 1978-79.

The CAO established the 15 point eligibility criteria which served as a guide for funding decisions. Agencies receiving P&A funds under these criteria must preserve San Francisco's cultural identity, make the City more attractive to visitors, thereby creating a positive economic impact and produce high quality work consistently. A broad-based Citizens Advisory Committee and small professional staff continued to offer funding recommendations and monitored use of City funds during the year.

Programs represented in the fund included cultural programs spanning every arts discipline, a variety of promotional efforts, numerous special events, community fairs and festivals, and parades. Recipient groups ranged in size from the five major arts institutions (Opera, Ballet, Symphony, ACT, and Museum of Modern Art) to dozens of smaller community based efforts. By conservative estimates P&A funded agencies attracted a combined audience of more than 4.3 million persons in FY 1978-79, of which roughly 2 million were visitors to the City. These labor intensive operations also employed in excess of 4,000 people.

During this fiscal year there was a concerted effort to expand the Fund's support to groups in all sections of the City whose audiences cover a broad spectrum of interests. In recognition of its support of the City's cultural institutions the P&A Fund received a commendation from the California Confederation of the Arts.

The San Francisco Convention and Visitors Bureau, the major booking agent for conventions and trade shows in San Francisco, continued to promote the City in preparation for the completion of the new Moscone Convention Center. In 1978 an estimated 3,206,000 persons visited San Francisco spending approximately \$829 million.

#### Electronic Data Processing Priority Committee

Under the direction of the CAO the Electronic Data Processing Priority Committee was reorganized in an effort to address the City's outstanding data management problems. Soon after becoming Chairman of this Committee the CAO regained private sector participation and recruited the required staff. With this additional staff support the Committee saved the City \$3.5 million in computer equipment purchases, reviewed all the data processing proposals, and completed a thorough and comprehensive overview of the City's data processing problems.



The Honorable Dianne Feinstein  
October 31, 1979

..5

### Risk Management

Following a study by all affected departments, namely the Mayor, City Attorney, Controller and the Board of Supervisors, a Risk Management position was created in the CAO's Office to consolidate and manage insurance and related matters for the City. A Risk Manager was hired in November, 1978 to deal with San Francisco's deteriorating insurance situation. To date efforts in this area have resulted in savings for the City of \$240,100.

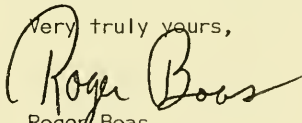
### CAO Departments

Several jurisdictional changes occurred affecting CAO departmental responsibilities during the fiscal year 1978-79. As a result of the November, 1978 election, effective on July 1, 1979, the Office of the Tax Collector was moved to the Treasurer's Office and the Office of the County Clerk moved to the Superior Court.

### Impact of Proposition 13

During 1978-79 the passage of Proposition 13 had a major impact on the CAO's Office and operations. The loss of over \$120 million in property taxes, although in large part offset by the State bailout, meant a renewed examination of all the operations under the CAO's control. Working very closely with the department managers and experts from private industry, the CAO attempted to find ways to continue high service to the community at lower costs.

Although I have been able to move forward successfully in many areas during this past year, my major concerns for the future will be to bring these projects to completion with the least cost possible to the taxpayers of San Francisco, and to bring quality, efficient management to City Government in a time of rampant inflation and declining budgets. .

Very truly yours,  
  
Roger Boas



ROGER BOAS  
CAO

Financial  
Manager

Executive  
Assistant

Other  
Responsibilities

- Hotel Tax Fund

- Risk Manager

- EDP Priority Committee

- Capital Improvement Ad-  
visory Committee (CIAC)

- Refuse Collection and  
Disposal Rate Board

- California Academy of  
Sciences

- Planning Commission

- Business Tax Board of  
Review

Department of  
Public Works

1,838 Employees

37.2 Million

Miscellaneous  
Departments &  
Governmental  
Services

443 Employees

12.3 Million

- Coroner

- Dept. of  
Electricity

- Purchasing

- Real Estate

- Governmental Services

• Public Administrator/  
Public Guardian

• Tax Collector

• Registrar/Recorder

• County Clerk

Agriculture/Weights  
and Measures

Department of  
Public Health

4307 Employees

121.5 Million

Special Projects

- George R. Moscone  
Convention Center  
115 Million

- Wastewater Management  
Two Billion

- Solid Waste Disposal  
150 Million





OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

DOCUMENTS DEPT.

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ROGER BOAS  
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL  
SAN FRANCISCO  
CALIFORNIA 94102  
415/558-4851

January 21, 1983

Honorable Dianne Feinstein  
Mayor of San Francisco  
Room 200 City Hall  
San Francisco, CA

Dear Mayor Feinstein:

It is with pleasure that I submit to you this final report of the Chief Administrative Officer for fiscal year 1981-82. This report highlights the pertinent MBO goals and performance results and summarizes outstanding achievements and problems encountered.

The primary areas on which we are reporting are:

Solid Waste Management Program	Convention Facilities Management
Publicity and Advertising Fund	Animal Control Center
	Risk Management

These areas are addressed below, following a description of the Office of the Chief Administrative Officer. =

THE OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

During the 1981-82 fiscal year, the Office of the Chief Administrative Officer (CAO) had responsibility for nine departments:

- Department of Public Works
- Department of Public Health
- Coroner's Office
- Department of Electricity
- Department of Purchasing
- Department of Real Estate
- Department of Agriculture/Weights and Measures
- Public Administrator/Public Guardian

The Chief Administrative Officer was also charged with supervision of the Solid Waste Management program and ongoing responsibilities ranging from administration of the Hotel Tax Fund to serving ex-officio on the Planning Commission.





January 21, 1983

### SOLID WASTE MANAGEMENT PROGRAM

The Solid Waste Management Program has developed varying approaches to managing the City's waste stream once our landfill contract with Mountain View expires in October, 1983. The major elements of our three-pronged program continue to be:

- Search for additional landfill
- Implementation of waste reduction and recycling programs
- Development of a facility to convert nonrecycled waste into energy
- Activities in FY81-82 and issues remaining to be resolved are outlined below.

### SEARCH FOR ADDITIONAL LANDFILL

Anticipating the termination of the Mountain View landfill contract in October, 1983, the City and County of San Francisco began a long and arduous search for additional landfill capacity in 1979. In July of 1982, this search was successfully completed when the Board of Supervisors approved a new contract among the City, Oakland Scavenger Company and the Sanitary Fill Company allowing San Francisco to dispose of its waste at the Altamont Hills landfill in Alameda County from November 1983 through October 1988.

The City is currently working with neighboring communities to obtain additional disposal capacity beyond that date.

### WASTE REDUCTION AND RECYCLING PROGRAM

In November 1981, the City and the two scavenger companies began a pilot program to collect newspaper, glass and cans from 3,500 single family homes in the Sunset district. Since then, the Golden/Sunset Recycling Program has recycled more than 200 tons of recyclables and has reduced the quantity of refuse collected in the area by more than ten percent (10%).

In February 1982, the City, in conjunction with the ten (10) non profit recycling centers, began a pilot program to evaluate the economics of recycling California wine bottles from 25 restaurants in the Marina/Cow Hollow areas of the City, and to sell them to a local bottle washing facility. This facility then sells the clean wine bottles to wineries in Northern California.

The City continues to implement two State recycling grants. The first grant will initiate a program to buy back newspaper, glass and cans from San Francisco residents. The second grant will establish a recycling program at Parkmerced.

The City's Program to Recycle Office Paper (PROP) continued in City Hall and has been expanded to several other City buildings. In addition to reducing waste by one third in City Hall and earning revenues for the City, the program has provided employment for minority youth. Current plans call for the expansion of PROP to other public and private buildings in the next twelve months.



January 21, 1983

#### WASTE TO ENERGY

San Francisco's annual waste stream contains an amount of energy equivalent to 500,000 barrels of oil, or enough to supply 40,000 homes with electricity.

Over the past 30 years, Paris, Zurich, Geneva, Frankfurt, Tokyo and many other major cities in Europe and Japan have simultaneously managed their waste disposal problems and tapped a valuable source of alternative energy. Through waste-to-energy systems, these cities have significantly reduced their need for landfill and, at the same time, have reduced their dependence on foreign oil.

An important goal of the Solid Waste Management Program is to foster development of a waste-to-energy system which is environmentally sound, minimizes financial risk to the City, and reduces the cost of disposal to the ratepayers.

Substantial effort has been made toward development of a waste-to-energy facility. Negotiations with two major corporations proposing waste-to-energy systems are substantially complete. These corporations have done extensive work toward processing acceptable air permits. In November, the Brisbane electorate rejected that community as the site for the waste-to-energy facility. This office is now evaluating alternative sites.

Once all necessary permitting is completed on a selected alternative site, the Chief Administrative Officer will select the system vendor whose proposal most satisfactorily meets the City's goal. A recommendation on the vendor will be forwarded to the Mayor and San Francisco Board of Supervisors for action.

#### HOTEL TAX FUND/PUBLICITY AND ADVERTISING FUND (P & A)

The program goals of the Publicity and Advertising Fund are to promote tourism to San Francisco and, thus to favorably impact the City's economy.

The objectives for the P & A Fund in FY81-82 and results achieved were as follows.

In an effort to bring current P & A recipients to a funding level commensurate with need and merit, funded organizations received a 20% increase in funds over the previous year. However, funds requested exceeded funds available.

Nine new non-profit arts and promotional groups received P & A funds in FY1981-82. The Convention and Visitors Bureau received \$600,000, a 20% increase, and other tourist-serving agencies received average 10% increases.



January 21, 1983

During FY1981-82, the activities of the 90 arts/cultural and promotional organizations supported by the P & A Fund continued to strengthen San Francisco's reputation as a center for culture and tourism, attracting visitors and making the City a more desirable place to live. In the past, uncertainty as to annual availability of funds made planning and budget forecasting difficult; however, these uncertainties have been greatly reduced by recent legislation earmarking 12% of the estimated Hotel Tax Revenues for the P & A Fund.

Program concerns for FY1981-83 include reductions in other funds now available to P & A recipients, e.g., National Endowment for the Arts, California Arts Council. In addition, any reduction in tourism would generate fewer dollars for the P & A Fund and, hence, hamper our ability to meet our goals of tourist promotion and economic benefit to the City.

#### RISK MANAGEMENT

The five risk management objectives for FY1981-82, were either met or progress was made toward meeting them. Necessary implementing legislation is scheduled to be forwarded to the Board of Supervisors in FY1982-83 to further this process.

Insurance premium savings were realized in FY 1981-82 bringing the cumulative premium savings to \$1.5 million since reorganization of the City's risk management system in 1978. Changes were made in the budget process to consolidate insurance handling and provide better control over purchasing and accounting.

#### CONVENTION FACILITIES MANAGEMENT

The major objectives in FY1981-82 for Convention Facilities Management were to upgrade the level of service, cleanliness and maintenance of Brooks Hall/Civic Auditorium, to manage the startup of operations of the George R. Moscone Convention Center and the transition from construction to operations phase, to provide an aggressive marketing and sales program to maximize utilization of the Center, and to coordinate development in the Yerba Buena Project area with other private and public bodies.

The condition and appearance of Brooks Hall/Civic Auditorium improved during FY1981-82. Expenses to achieve this end were within budget, and revenues for the department exceeded budget estimates.

Completion of Moscone Center construction was achieved with minimal disruption to convention operations. Utilization of the Center far exceeded expectations, increasing revenue generated by the facility. Additionally, operational expenses have been kept under budget estimates.



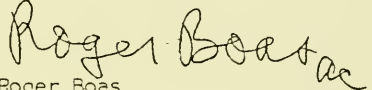
January 21, 1983

ANIMAL CONTROL

During FY1981-82, the Animal Control Officer met program objectives to provide public access to the animal shelter from 11 AM to 6 PM; provide 7 days a week, 24 hour emergency service, to provide a concentrated adoption program at the shelter and to impound stray dogs and issue citations for violations of animal control laws.

In meeting these objective, the San Francisco Society for the Prevention of Cuelty to Animals (SPCA), Animal Control Officer placed 174 more animals in homes than in FY1980-81. The Deputy Animal Control Officer patrolled almost 8000 more miles than during the previous year; and the Animal Control Office increased the number of stray animals picked up, and citations issued. The number of emergency calls decreased, which may be an indications that enforcement of Animal Control laws has resulted in fewer animals allowed unattended in the streets.

Very truly yours,

A handwritten signature in dark ink, appearing to read "Roger Boas", followed by a stylized flourish or initial.

Roger Boas  
Chief Administrative Officer











